

uMngeni Municipality



- Service Delivery Budget Implementation Plan
- 2010/2011 Financial Year

uMngeni Municipality



- Capital Budget by Vote, Standard Classification and Funding
- 2010/2011 Financial Year

Chart: Budgeted Capital Expenditure by Standard Classification

uMngeni Municipality



- Operating Budget
- 2010/2011 Financial Year

BUDGETED FINANCIAL PERFORMANCE (REVENUE BY MAJOR SOURCE)

BUDGETED FINANCIAL PERFORMANCE (EXPENDITURE BY MAJOR SOURCE)

uMngeni Municipality



- Monthly Projections of Revenue for Each Source

uMngeni Municipality



- Monthly Projections of Expenditure and Revenue for Each Vote

uMngeni Municipality



- Quarterly Projections of Service Delivery Targets and Performance Indicators for Each Vote

SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

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1. Introduction

1.1 Legislative Framework in terms of MFMA

The Municipal Finance Management Act (MFMA) requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan Strategy.

Section 1 of the Municipal Finance Management Act (MFMA) No. 56 of 2003 defines the “service delivery and budget implementation plan” as the detailed plan approved by the mayor of the municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of municipal services and its annual budget and which must include the following:-

- a) Projections of each month of –
 - (i) revenue to be collected, by source, and
 - (ii) operational and capital expenditure, by vote;
- b) Service delivery targets and performance indicators for each quarter, and
- c) Any other matters that may be prescribed, and includes any revisions of such plan by the Mayor in terms of section 54 (1)(c).

In terms of Section 53 (1)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of the municipality within 28 days of the approval of the budget.

1.2 Overview

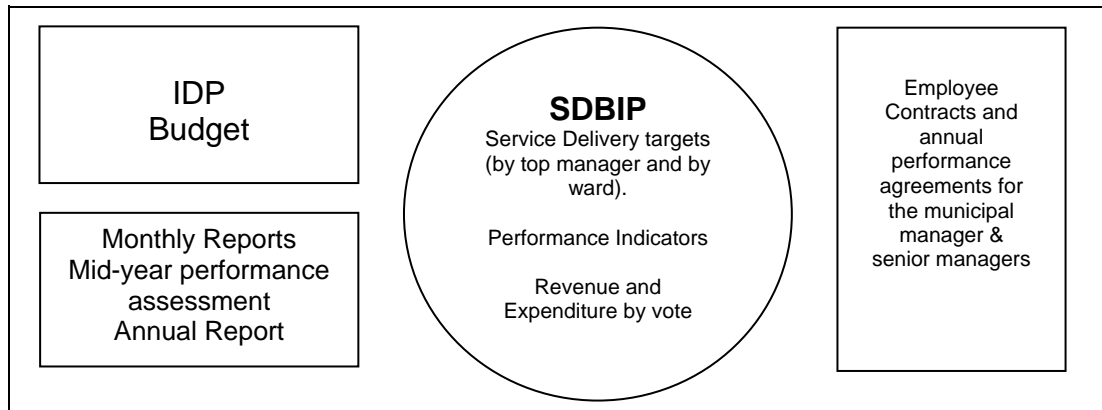
The primary objective of uMngeni’s SDBIP 2010/11 as an implementation tool for the municipality is to strengthen our local accountability and governance and improve capital as well as operational planning, spending and service delivery.

The SDBIP 2010/11 will not only ensure appropriate monitoring in the execution of the municipality’s budget and processes involved in the allocations of budgets to achieve key strategic priorities as set by the Municipality’s Integrated Development Plan (IDP), but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for the overall annual and quarterly organization performance for the 2010/11 financial year.

In an effort to avoid issues related to budgets being under spent and not achieving the programs desired outcomes as a result of unrealistic revenue projections when preparing the budget, uMngeni’s SDBIP document will also give an outline of the quarterly projections of service delivery targets and performance indicators.

The SDBIP will also empower all Councilors and allow them to undertake the appropriate oversight and monitoring of programs. The SDBIP document will also acquire council committees the ability to measure in-year progress in the implementation of the budget.

The overview can be diagrammatically represented as follows:



1.3 Components of the SDBIP

- Monthly Projections of Revenue to be Collected for each Source
- Monthly Projections of Expenditure and Revenue for each Vote.
- Quarterly projections of Service Delivery Targets and Performance Indicators for each Vote.

1.3.1 Monthly Projections of Revenue to be collected for each source:

The failure to collect its revenue as budgeted will severely impact on the Municipality's ability to provide services to the community. The municipality therefore has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the municipality to assess its cash flow on a monthly basis with the view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary.

1.3.2 Monthly projections of expenditure and revenue for each vote:

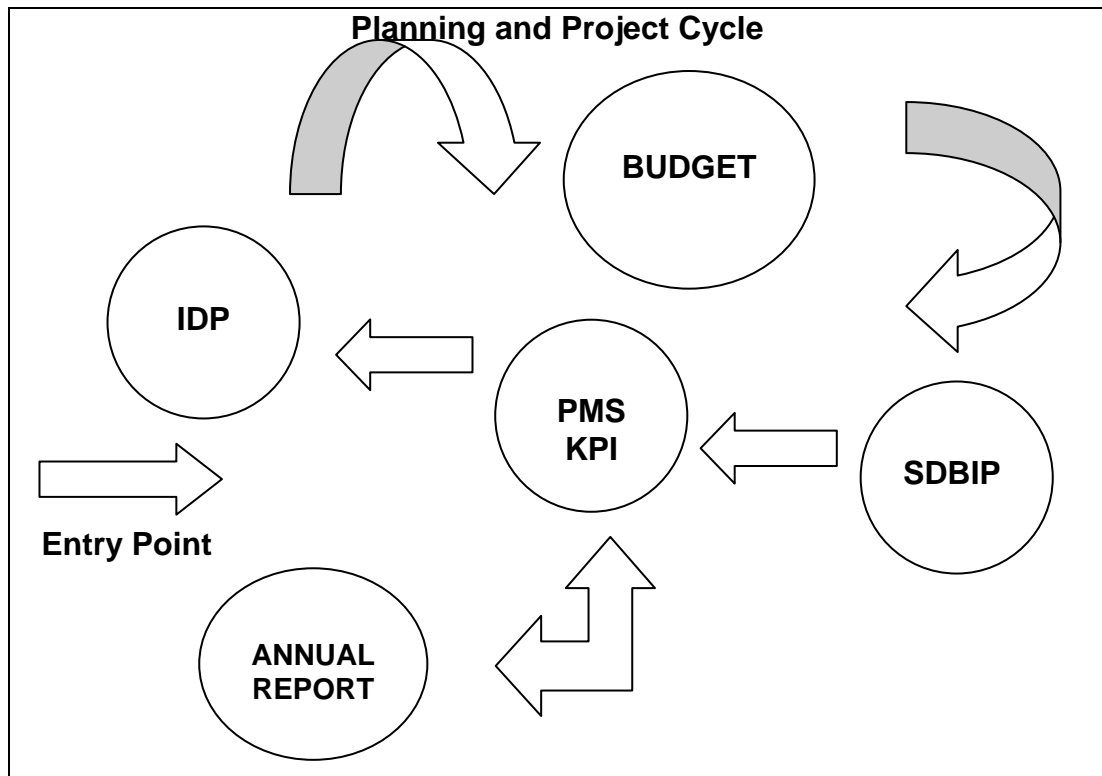
The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projections by source. When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actual

1.3.3 Quarterly projections of Service Delivery Targets and Performance Indicators for each vote.

This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services.

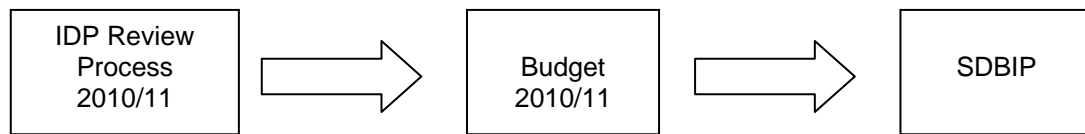
1.4 Strategic Direction and Planning Cycle

A seamless process between the IDP, SDBIP, Performance Management System (PMS) and Annual Report would create an enabling environment for the municipality to achieve its deliverables.



The MFMA clearly outlines the elements of the SDBIP to provide an order of logical sequence to ensure that the principal aim of the SDBIP of aligning the IDP to the Budget is achieved and a conceptual framework was adopted. The framework for uMngeni's SDBIP 2010/11 is derived from the municipality's IDP and the Budget 2010/11 as outlined in the following diagram:

SERVICE DELIVERY AND BUDGET IMPLEMENTATION FRAMEWORK



2. The Budget Process

2.1 Background to the Budget Preparation Process

The MFMA requires that Council submit a detailed plan of the budget process for the ensuing financial year for approval. Accordingly, a budget process plan scheduling key deadlines was noted by Council at its meeting in July 2009. The National Treasury Circular No. 51 of 2010, provided guidance on content and format for the municipal budget documentation in respect of the Medium Term Revenue and Expenditure Framework (MTREF).

2.2. Capital Budget Process

The Capital Budgeting process was through strategic sessions that were held by the Management Committee (MANCO) where the following broad strategic splits were made based on municipal wide priorities, derived from the IDP.

The prioritization of the capital budgets included budgeting involved program budgeting based on the IDP thereby ensuring that budgeting also occurred horizontally. The adoption of this outcomes-based approach by the municipality in their budgeting process has ensured the refinement of the municipality's budget.

The process of compilation of the capital budget commenced in November 2009 with a budget discussion meeting being held by the Budget Steering Committee. Several meetings were held thereafter which culminate in the draft capital budget being tabled on 31 March 2010.

2.3 Operating Budget Process

The process of the compilation of the operating budget started in October 2009 when budget instructions (broad expenditure parameters etc) were issued to departments. During November 2009 a series of budget meetings were by the Budget Steering Committee. At these meetings, budget strategy, budget policies, and the alignment of the operating budget with the IDP were discussed. Departments submitted inputs and a first draft budget was compiled during January 2010.

During February 2010 deliberations were held on the budget with the various Departments and their teams with a view to assessing the budget

and reducing the deficit in order to ensure that the increase in rates and tariffs to balance the budget was restricted to an acceptable level. This entailed the re-examining of certain items of expenditure and include overtime, temporary staff, employment services and consultants.

2.4 Public Participation Process

The tabling of the draft budget to Council on 31 March 2010 was followed by extensive publication of the budget in order to involve citizens; they were also invited to Mayoral Imbizos during May 2010. Various public participation and community consultative meetings were scheduled to receive representations and submissions from ward committees, residents, community organizations, organized business and other stakeholder formations.

In terms of the Municipal Systems Act and in conjunction with the Municipal Finance Management Act Mayoral Imbizo's on both the Operating and Capital budgets were held in May 2010 as part of the process of consultation. Council has evaluated all responses to the draft budget on 26 May 2010 before finalization and ultimate approval of the budget on 28 May 2010.

UMNGENI MUNICIPALITY :
 DEPARTMENT :
 FUNCTIONAL/SERVICE AREA :
 RESPONSIBLE OFFICIAL :
 DEFINITION OF FUNCTION:
 LINKAGE TO THE IDP :

DEPARTMENTAL SCORECARD 2010/2011
 FINANCE
 CHIEF FINANCIAL OFFICER
 A.J. VAN DER MERWE
 The provision of professional financial services to management and Council
 Provision of democratic and accountable governance

1. Municipal Transformation and Institutional Development								
Key Performance Area	Goal	IDP Indicator No.	Strategic Objective	Output	Outcome	Key Performance Indicator / Target	Date	Responsible Official
1.1 Organisational Design	Staff Structure	IDP A1/01/2011	Current organisational structure to be reviewed in order to establish functional and logical alignment	Re-aligned structure	Improved Service Delivery	Proposed amended structure Finalised structure in operation	31 August 2010 30 September 2010	Chief Financial Officer
1.2 Administration	Administrative Management	IDP A1/08/2011	Attendance of monthly meetings: Portfolio-1, Exco-1, Council-1, MANCO-1	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Ongoing preparation and attendance of meetings with governance and related structures.	Ongoing, quarterly reports	Chief Financial Officer
1.3 Human Resources	Needs Analysis	IDP A1/07/2011	All directorates must identify the training needs of their staff and provide such to Corporate Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP.	Effective and holistic approach to training	Inputs as required	September 2010	Chief Financial Officer, Deputy CFO, All Asst. CFO's, SCM
	TASK Job Descriptions		Job descriptions 95% finalised – new appointees	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	Liaise and work with All General Managers to finalise and submit outstanding job	September 2010, QR	Chief Financial Officer, Deputy CFO, All

	Customer Care	IDP A7/01/2011 IDP A8/01/2011	outstanding Reponsiveness to resident's queries	Response to all citizen complaints/enquiries within acceptable period		descriptions to the JE committee. Follow up with the SALGBC and the JE Committee to have these job descriptions approved. Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests within 14 days	March 2011, QRs QR's	Asst. CFO's, SCM Chief Financial Officer, Deputy CFO, All Asst. CFO's, SCM Chief Financial Officer, Deputy CFO, All Asst. CFO's, SCM
1.4	Learnerships	IDP A1/07/2011	Implementation of the NSF	Learnerships and learners	Broadening skills base	Learners identified and enrolled in course	QR's	Chief Financial Officer
1.5 Skills Development	Compliance with the Municipal Regulations on Minimum Competency Levels as prescribed in Government Gazette 29967 of 15 June 2007.	IDP D3/03/2011 IDP E3/04/2011	All financial officials as defined in the regulations must meet the minimum competency requirements for their level as prescribed.	Qualified, competent and experienced financial officials. Performance of competency assessments for all financial officials	Legal compliance	Certificate of competence issued to financial officials accredited by the South African Qualifications Authority. Completion of competency assessment	December 2012 December 2012	Chief Financial Officer Deputy CFO
		IDP E3/04/2011		Report the consolidated information in respect of the municipality and its entities in the prescribed format to National and Provincial Treasury and in the Annual		Submission of a return form to National and Provincial Treasury.	Bi-Annually	Chief Financial Officer Deputy CFO

		IDP A1/07/2011		Report. Existing financial and Supply Chain Management officials not meeting the minimum competency levels must attain the required higher education qualification and the required minimum competency level in the required unit standards for each competency area before 01 January 2013.		Certificate of competence for each unit standard.	December 2012	Chief Financial Officer Deputy CFO Asst CFO's SCM
		IDP A1/07/2011		Provide assistance to financial or supply chain management officials who do not meet the minimum competency levels, to attain those competency levels before 01 January 2013, by providing resources or opportunities for the training of that official.		Approval of special leave for the attendance of classes.	Ongoing	Chief Financial Officer Deputy CFO
		IDP A1/07/2011		Monitoring compliance with the prescribed minimum competency levels for financial and supply chain management officials by 01 January 2013.		Identification of financial officials who must attain the minimum competency requirements. Execution of necessary steps to ensure that financial officials attain the minimum competency requirements by 01 January 2013.	Ongoing	Chief Financial Officer Deputy CFO

				Appointment of financial officials before 01 January 2013, who do not meet the minimum competency requirements.		Include clause in employment contract that official must attain minimum competency levels as prescribed by 01 January 2013.	Upon appointment	Chief Financial Officer
1.6 Integrated Development Plan (IDP)	Governance	IDP A8/01/2011 IDP A8/03/2011	IDP reviewed on an annual basis Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	Reviewed IDP IDP, PMS, Budget integration with focus on service delivery	Integrated management of IDP process Alignment of planning and resources Integrated processes enabling efficient, cost, energy effective administration	OMAF Meetings Aligned to the Budget Planning IDP, KPI's & Targets included in PMS & SDBIP	Quarterly reports September 2010 onwards, Quarterly reports July 2010	Chief Financial Officer Chief Financial Officer Deputy CFO Chief Financial Officer Deputy CFO, All Asst. CFO's
1.7 Performance Management System - PMS	Governance Programme	IDP A9/01/2011 IDP A9/02/2011 IDP D3/03/2011	Institutionalisation of PMS to be done institutionally or individually	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006 PMS further cemented and devolved to middle management level Performance appraisal process for financial year completed	Improved service delivery, Legal compliance	Reporting on the Individual Scorecards Quarterly performance evaluations Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of Municipal Manager, all General Managers, and next level of management Annual performance appraisal process	September & December 2010, March & June 2011 September & December 2010, March & June 2011 July 2010 July 2010	Chief Financial Officer Deputy CFO, All Asst. CFO's Deputy CFO, All Asst. CFO's Deputy CFO, All Asst. CFO's

1.8 ICT	IT OHSA Audit & Plan	IDP A11/4/2011	IT Steering Committee Updated H&S audit of municipal facilities, offices, etc. and recorded H&S Plan compliant with legal requirements	Regular ITSC meetings Legally compliant H&S Audit and Plan completed	Common knowledge base and buy-in to IT objectives Legal compliance	Re-institutionalisation of ITSC meetings on a monthly basis H&S Audit of all municipal buildings, facilities, PPE of staff completed by an inspection authority as per OHSA and in synergy with existing risk profiles	July 2010 July – November 2010 Quarterly Report	Chief Financial Officer Chief Financial Officer
1.9 Municipal Buildings	Security	IDP E1/01/2011	Cash in transit must be secured	Safe daily cash in transit arrangements	Safe transport of monies	Daily handling of cash in transit	Ongoing, QRs	Asst CFO (Exp)
1.12 HIV / Aids	National key priority	IDP F1/01/2011	Mainstreaming of HIV / Aids by all the directorates	Each directorate to indicate how the HIV & Aids is mainstreamed.	Knowledge base and implementation developed	Workshop on mainstreaming and further implementation thereof.	August 2010 QR's	Chief Financial Officer
2. Service Delivery & Infrastructure Development								
2.1 Capital Projects	Various projects & programmes – attached as Annexure 1 to the Scorecard of each director including reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	IDP B2/07/2011 IDP E4/04/2011	O/S has a large number of capital projects mostly in respect of community services and infrastructure and planning	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	Maximum development in respect of infrastructure and services	25% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 September 2010	Chief Financial Officer, Deputy CFO, Asst CFO (Exp)
		IDP E4/04/2011	Responsibility of Municipal Manager to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by	Monthly and quarterly monitoring of targets as set	Effective management implementation performance monitoring	50% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	31 December 2010	Chief Financial Officer, Deputy CFO, Asst CFO (Exp)

			June 2011					
		IDP E4/04/2011				75% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	31 March 2011	Chief Financial Officer, Deputy CFO, Asst CFO (Exp)
		IDP E4/04/2011				100% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 June 2011	Chief Financial Officer, Deputy CFO, Asst CFO (Exp)
	Performance Ratings	IDP B2/07/2011	Inadequate performance of consultants and contractors, eg project management, infrastructure, construction and EIAs / RODs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted	Performance rating criteria and schedule established All service providers rated and performance meetings held including expected standards and provisions regarding poor performance. Monitoring of performance of service providers and steps taken as dictated by performance	July 2010 July 2010 July 2010 ongoing, QRs	Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's
2.5 Electricity	Unaccounted for electricity	IDP E6/01/2011	Illegal connections and network losses	Action plan to reduce losses to less than 10% in process	Reduced loss of revenue	Provision of accurate data from financial system	August 2010, QRs	Chief Financial Officer, GM: Tech Services
	4. Municipal Financial Viability and financial management							
	GRAP	IDP	High Capacity – on	Completion of	Legal compliance	Following actions /	Quarterly reports	Chief Financial

		D3/03/2011 IDP E4/02/2011	schedule with GRAP	implementation plan Ongoing Clarification of problem areas with AG	Sound financial management system, eg smoothing out of leases	time frames set out in the implementation plan Ongoing liaison with the AG Office		Officer, Deputy CFO Chief Financial Officer, Deputy CFO
	AFS	IDP D3/03/2011 IDP E4/02/2011	AFS is GRAP compliant	Completed financial statements – S71 & 72 compliant		Financial statements submitted including performance information to AG	August 2010	Chief Financial Officer, Deputy CFO, Asst CFO's
		IDP E2/04/2011		Completion of audit process with AG Office		Assistance to AG Office with audit process Management letter received from AG Municipality's response to above	August – October 2010 Approximately September 2010 November 2010	Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's
	Compliance Management – AG Report	IDP D3/03/2011 IDP E2/04/2011	AG Report 2008/2009	Action Plan to address AG Report 2009/10	Legal compliance	AG Report Action plan re AG Report Management co-ordination	November 2010 December 2010 January 2011	Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's
	Annual Report	IDP D3/03/2011 IDP E3/04/2011	Preparation of Annual Report for 2010/2011	Completed annual report for 2009/10 Completed action plan	Legal compliance Legal compliance	Annual report (including AG Audit Report, AFS & Council reply) for 2008/09 tabled in Council Completion of Action	January 2011 February 2011	Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy

						Plan re Management Letter		CFO, Asst CFO's
						Report re Management Letter	March 2011	Chief Financial Officer, Deputy CFO, Asst CFO's
	Budget	IDP E3/04/2011 IDP A8/03/2011	Budget 2010/11 approved	On date completion of budgetary processes	Sound financial management	Approved budget process plan including SDBIP. Internal budgetary processes. Adoption of Adjustments Budget Adoption of Draft MTEF Budget by Council Adoption of Final MTEF Budget by Council	August 2010 From August 2010, QR in December 2010 January 2011 March 2011	Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's
	SDBIP	IDP E3/04/2011	SDBIP & PMS largely integrated for 2010/11	Totally integrated SDBIP & PMS for 2010/2011 SDBIP for 2010/11 in place and approved	Energy and cost effective management processes and reporting systems	Progressive integration of PMS & SDBIP and compilation of necessary reports – quarterly, mid-year and annual Drafting of the SDBIP for 2010/11 Finalisation and approval of the SDBIP for 2010/11 Refining the integration of SDBIP & PMS for 2010/11	July 2010 – May 2011, Quarterly Reports May 2010 July 2010 July 2010	Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's
	Investments	IDP D3/03/2011	Existing investment policy	Revised policy in line with Local	Legal compliance	Revised investment policy approved by	July 2010, Quarterly Reports	Chief Financial Officer, Deputy

		IDP E3/04/2011		Government Laws Amendment Bill when enacted Effective management of funds	Hands-on investment management	Council Weekly monitoring of surplus funds and appropriate weekly investments	Quarterly Reports	CFO, Asst CFO (CC) Chief Financial Officer, Deputy CFO, Asst CFO (C.C.)
	Borrowing	IDP E2/01/2011 IDP E3/04/2011	Borrowing plan in place	Updated borrowing plan	Accountable financial management	Borrowing plan updated	Quarterly reports	Chief Financial Officer
	Insurance	IDP D3/03/2011 IDP E3/04/2011	Insurance portfolio in place and regularly reviewed	Revised insurance portfolio and updated insurance information	Legal compliance Securing Council liabilities	Insurance information continuously updated and portfolio annually reviewed and revised Finalise 95% of insurance claims within 1 month	September 2010, Quarterly Reports Quarterly Reports	Chief Financial Officer, Asst CFO (Exp) Chief Financial Officer, Asst CFO (Exp)
	Bank Services	IDP D3/03/2011 IDP E3/04/2011 IDP E5/01/2011	Compulsory tender for every 5 year term as per MFMA	Banking services for the following five year secured	Legal compliance	Tender out Adjudication process completed Service provider appointed	November 2010 February 2011 April 2011	Chief Financial Officer, Deputy CFO Chief Financial Officer, Deputy CFO Chief Financial Officer, Deputy CFO
	Reporting	IDP D3/03/2011 IDP E3/04/2011	Prescribed reporting on a monthly, quarterly and half yearly basis ito s71 of	Monthly, quarterly and half yearly financial reports submitted as required	Legal compliance	Monthly monitoring report to NT & PT	Ongoing, QRs	Chief Financial Officer, Deputy CFO

		IDP E5/02/2011	MFMA		Financial Management information system	Monthly report to EM, PFC, MC, Council in respect of budget performance	Monthly, QR	Chief Financial Officer, Deputy CFO
	Indigents	IDP B1/16/2011	Indigent policy and register in place	continuously updated and well administrated indigent register	Rightful share of equitable share obtained	Evaluation and auditing of indigent households and updating of indigent register with monthly statistics produced	Ongoing, QR	Asst CFO (CC)
			Annual review of policy		Reviewed policy		July 2010	Asst CFO (CC)
	Credit control & debt collection	IDP E1/01/2011 To IDP E1/06/2011 IDP E2/02/2011 IDP E6/02/2011	Debt collection contracted out	85% of all current outstanding debts collected within 90 days	Effective debt management	Monthly contract monitoring reports to PFC and Council.	Ongoing, QR	Asst CFO (CC)
			Contract monitoring in place	Irrecoverable debt based on indigency written off	Effective revenue enhancement	Irrecoverable debt written off on a quarterly basis Data cleansing of debtors information.	Quarterly Reports	Asst CFO (CC)
			Annual review of policy		Reviewed policy		Ongoing, QR July 2011	Asst CFO (CC) Asst CFO (CC)
	Tariffs	IDP E1/01/2011 To IDP E1/06/2011 IDP E3/03/2011	Tariff structure to be market related	Affordable but market related tariff structure	Effective revenue management	Annual review of tariff in synergy with IDP/Budget process timetable. Council approval of tariff structure	February 2011	Chief Financial Officer, Deputy CFO, Asst CFO's
			Annual review of policy		Reviewed policy		May 2011 July 2010	Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer, Deputy CFO, Asst CFO's
	Expenditure Management	IDP D3/03/2011 IDP E2/03/2011 IDP E3/01/2011	Management to obtain a satisfactory knowledge of MFMA	Management with adequate knowledge to act in compliance with MFMA	Improvement of financial management	Workshop for management in respect of MFMA	July 2010	Chief Financial Officer, Deputy CFO, Asst CFO's
			Acting allowances in	Full adherence to		Monthly report	July 2010, Ongoing,	Chief Financial

		IDP E3/04/2011 IDP E4/04/2011	all directorates within budgetary provisions	legal parameters and budget provisions	Legal compliance, more effective financial and administrative management		QRs	Officer, Deputy CFO, Asst CFO's
		IDP D3/03/2011 IDP E4/04/2011	Overtime exceeding BCEA stipulations & negative AG comments thereon	Overtime within acceptable parameters		Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits in respect of acting allowances by Sept, 50% of said by Dec 2010, 75% of said by March 2010 and 100% compliance by June 2010	July 2010, ongoing, QRs	Chief Financial Officer, Deputy CFO, Asst CFO's
	Asset Management	IDP D3/03/2011 IDP E4/01/2011 IDP E4/02/2011	Asset register completely compliant with MFMA and its regulations, eg 62(1) and AG comments and inventories up to date Asset management policy approved	Asset clerk appointed to update register Totally compliant and up to date Fixed Asset Register Implemented asset management policy inter alia to govern the disposal of municipal assets	Grap 17 compliance Control over movement of assets and inventories. Identification and disposal of damaged, obsolete and redundant assets Compliance with S14 of the MFMA	Progressive updating of asset descriptions including photos where appropriate Asset register complete and regularly updated Revised asset management policy and procedures submitted to Council and adopted	Quarterly Reports Quarterly reports July 2010	Chief Financial Officer, Deputy CFO Chief Financial Officer, Deputy CFO Chief Financial Officer, Deputy CFO
	Salaries	IDP E3/02/2011	Salary budget and payment processes	Salary budget in line with legal	Personnel security	All salaries and related payments	Quarterly Reports	Chief Financial Officer, Deputy

			in place	prescriptions and laid down timeframes Salaries paid as per conditions of employment		done as per conditions of employment and payment of 3 rd parties strictly as stipulated. Revised salary budget process & time table Draft salary budget Final salary budget	Quarterly Reports February 2011 March 2011 May 2011	CFO, Asst CFO (Exp) Chief Financial Officer, Deputy CFO, Asst CFO (Exp) Chief Financial Officer, Deputy CFO, Asst CFO (Exp) Chief Financial Officer, Deputy CFO, Asst CFO (Exp) Chief Financial Officer, Deputy CFO, Asst CFO (Exp)
	Creditors	IDP E4/03/2011				90% (queries excl) invoices paid within 30 days, 100% contractor payments within 30 days of payment certification	Monthly / QRs	Chief Financial Officer, Deputy CFO, Asst CFO (Exp)
	Supply Chain Management	IDP C1/01/2011 IDP D3/01/2011 IDP D3/02/2011 IDP D3/03/2011 IDP E5/01/2011 IDP E5/02/2011 IDP E5/03/2011 IDP	SCM Policy revised Annual revision of SCM policy Creditors' database completed / adequate Supplier database lacking SCM Process – good practice to ensure optimal functionality	SCM Policy approved and implemented Revised policy Completed creditors' database in use Supplier database completed and operational Reviewed SCM process for 2010/11 and time table in place		SCM Policy implemented Revised SCM policy Creditors database completed Supplier database completed Review SCM Process to ensure optimally functional, possible	July 2010 July 2010 July 2010 September 2010 July 2010	Chief Financial Officer, Deputy CFO, SCM Chief Financial Officer, Deputy CFO, SCM Chief Financial Officer, Deputy CFO, SCM Chief Financial Officer, Deputy CFO, SCM

		E5/04/2011 IDP E5/05/2011		SCM policy and processes effectively communicated and implemented		problem areas addressed. Training of internal management and officials to ensure all onboard with policy and processes Consideration of tenders within 14 days after receipt of report from requesting Directorate 100% finalisation of contracts within 45 days incl. 10 working days objection period.	July 2010 Ongoing, QRs Ongoing, QR	Chief Financial Officer, Deputy CFO, SCM Chief Financial Officer, Deputy CFO, SCM Chief Financial Officer, Deputy CFO, SCM Chief Financial Officer, Deputy CFO, SCM
		IDP B2/07/2011 IDP D3/03/2011	No contract management	Contract monitoring & management implemented	Legal compliance	Monthly reporting to Municipal Manager and Council re tenders awarded. Implementation of specific contract monitoring principles based on legal compliance	Ongoing, QR September 2010, QRs	Chief Financial Officer, Deputy CFO, SCM Chief Financial Officer, Deputy CFO, SCM
	Contract Management	IDP B2/07/2011 IDP D3/03/2011	Sound contract Management structures / processes	Collaborator operation module for contract management of a certain category of contracts	Legal compliance and quality control	Module operational Monitoring of functionality of module All contracts on the system	November 2010 November – December 2010 December 2010	Chief Financial Officer, Deputy CFO, SCM Chief Financial Officer, Deputy CFO, SCM

						<p>Generic and contract-specific monitoring in respect of all projects implemented by all directorates.</p> <p>Performance review of all contracts submitted by directorates to Municipal Manager</p> <p>Consolidation of performance reviews for inclusion in annual report</p>	<p>December 2010</p> <p>March 2011</p> <p>March 2011</p>	<p>Chief Financial Officer, Deputy CFO, SCM</p> <p>Chief Financial Officer, Deputy CFO, SCM</p> <p>Chief Financial Officer, Deputy CFO, SCM</p>
	Valuations	<p>IDP D3/03/2011 IDP E1/06/2011</p>	<p>Property rates policy, register and by-laws in place</p> <p>Prepared to deal with the legal processes of appeals, etc.</p>	<p>Annual revision of the property rates policy-</p> <p>Annual updating of</p>	<p>Legal compliance with the Property Rates Act</p>	<p>Current, updated valuation roll operational and financial systems in place.</p> <p>Finalisation of objections by valuers</p> <p>Provision of supplementary valuation roll to valuers</p> <p>Inclusion of records audit results in the supplementary roll</p> <p>Finalisation of supplementary valuation roll by valuers</p> <p>Finalisation of appeals process in respect of</p>	<p>July 2010</p> <p>July 2010</p> <p>November 2010</p> <p>November 2010</p> <p>February 2011</p> <p>June 2011</p> <p>June 2011</p>	<p>Chief Financial Officer, Deputy CFO, Asst CFO (Billing)</p> <p>Chief Financial Officer, Deputy CFO, Asst CFO (Billing)</p> <p>Chief Financial Officer, Deputy CFO, Asst CFO (Billing)</p> <p>Chief Financial Officer, Deputy CFO, Asst CFO (Billing)</p> <p>Chief Financial Officer, Deputy CFO, Asst CFO (Billing)</p> <p>Chief Financial Officer, Deputy CFO, Asst CFO (Billing)</p>

				Parts A&B of the properties register, valuation roll in compliance with all relevant sections of the PRA and linked to GIS		supplementary roll Policy and register updated and open to the public		Chief Financial Officer, Deputy CFO, Asst CFO (Billing) Chief Financial Officer, Deputy CFO, Asst CFO (Billing)
		IDP D3/03/2011 IDP E1/06/2011		Appointment and monitoring of valuers in respect of all legal compliance matters, liaison, maintaining the integrity of methods followed, data used, confidentiality where necessary and copyright of data		Ongoing monitoring, liaison and other legally required actions concerning the municipal valuers	QRs	Chief Financial Officer, Deputy CFO, Asst CFO (Billing)
		IDP D3/03/2011 IDP E1/06/2011	Communication requirements in respect of the PRA adhered to	Required notices to residents, maintaining and updating of the website, handling of queries within stipulated time frames and effectively		Annual notices to residents, re rebates, website updating and maintenance for subscribers, queries dealt with, within 7 days and other communication, liaison matters as required	QRs	Chief Financial Officer, Deputy CFO, Asst CFO (Billing)
		IDP D3/03/2011 IDP E1/06/2011	Strict scrutiny of valuation processes by the auditors and AG Office	Strict adherence to all legal prescriptions	Legal compliance, sound financial management	Assistance to the auditors and the AG Office	August – November, 2010	Chief Financial Officer, Deputy CFO, Asst CFO (Billing)
5. Good Governance, Public Participation Accountability and Transparency								
	Policies	IDP D3/01/2011 IDP D3/02/2011	Inadequate or lack of policies – some in draft form, other approved but not	All policies developed, approved and implemented	Legal compliance, sound administration	Once approved, directors to report on how policies relevant to their directorates	Ongoing, quarterly reports	Chief Financial Officer, Deputy CFO, Asst CFO's

		IDP D3/03/2011	implemented, others still to be developed eg health and safety policy, training and development policy, etc			are implemented		
	By-laws	IDP D3/01/2011 IDP D3/02/2011 IDP D3/03/2011	Number of outstanding by-laws	Implementation of gazetted by-laws	Regulation of municipal services	Once promulgated, directors to report on how by-laws relevant to their directorates are enforced	Ongoing, Quarterly reports	Chief Financial Officer, Deputy CFO, Asst CFO's
	Internal Audit & risk management	IDP D4/02/2011 IDP D4/02/2011	Internal Audit unit and Audit Committee functional and acting in compliance with legislation	Audit plan reviewed and communicated to AC and management	Risks determined and managed	Risk assessment workshops with Directorates Fraud prevention plan- one department per quarter	October 2010 September 2010	Chief Financial Officer, Deputy CFO, Asst CFO's Chief Financial Officer
		IDP D4/02/2011 IDP D4/02/2011	Audit plan to be continuously reviewed			Risk assessment results and revised audit plan communicated to directorates for implementation	December 2010	Chief Financial Officer, Deputy CFO, Asst CFO's
	Intergovernmental Relations	IDP D2/02/2011 IDP D2/04/2011	IGR Clusters to be used for intergovernmental unity and support	Attendance of District IGR Cluster meetings as applicable to each Directorate	Improved IGR	Full attendance of cluster meetings and feedback reports	September and December 2010, March and June 2011	Chief Financial Officer, Deputy CFO, Asst CFO's
	Communication	IDP A1/08/2011	Ongoing need for administrative support to Mayor and Councillors	Effective admin support to Mayor and Councillors	Building the image of the municipality	Language policy approved and implemented Responding to media reports within 7 days Draft policy on IGR	September 2010 Ongoing, QR's January 2011	Chief Financial Officer Chief Financial Officer Chief Financial Officer
	Community	IDP	Existing policy &	Compliance with	Structured public	Scheduling of	July 2010	Chief Financial

	Consultation & Participation	D1/01/2011 IDP D1/02/2011 IDP D1/02/2011 IDP D1/03/2011	schedule for 10 established ward committees – the latter ties in with the PFC and Council meetings	legally required community participation	participation, informed and participative community	monthly ward committee meetings in synergy with PFC and Council meetings, agendas for WC meetings 7 days prior to meetings with previous minutes, quarterly advertising of meetings ito section 21 of MSA		Officer
		IDP D1/01/2011	Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 reps per ward	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues	Adhering to legislation in respect of public participation, section 21 and Chapter 4 of MSA	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes	Ongoing, QR	Chief Financial Officer
		IDP D1/02/2011 IDP D1/03/2011	Ward Councillors, area General Managers and, where necessary other officials, full involvement with ward committees	Fully functioning and empowering ward committees Ward committee policy evaluated and refined	Improved communication with public, councillors' accountability to electorate, positive influence on attitude of officials Governance principles applied to WC	Visual presentations to WC meetings in respect of municipal services and other relevant matters Evaluation of ward committee policy	Ongoing, QR August 2010	Chief Financial Officer Chief Financial Officer

UMNGENI MUNICIPALITY:
DEPARTMENT:
FUNCTIONAL/SERVICE AREA:
RESPONSIBLE OFFICIAL:
DEFINITION OF FUNCTION:

SDBIP FOR 2
ECONOMIC DEVELOPMENT & GROWTH
GENERAL MANAGER: ECONOMIC DEVELOPMENT & GROWTH
F.T. NXUMALO

010/2011

LINKAGE TO THE IDP:

Promotion of economic development initiatives through tourism, agriculture, manufacturing to ensure sustainable job creation and poverty alleviation
Provision of democratic and accountable governance
Promotion of tourism, agriculture, and manufacturing

1. Municipal Transformation and Institutional Development								
Key Performance Area	Goal	IDP Indicator No.	Strategic Objective	Output	Outcome	Key Performance Indicator / Target	Date	Responsible Official
1.1 Organisational Design	Staff Structure	IDP A1	To provide effective and efficient Human Resource Management	Re-aligned structure	Improved Service Delivery	Proposed amended structure Finalised structure in operation	31 August 2010 30 September 2010	GM: Economic Development & Growth
1.2 Administration	Administrative Management	IDP A3	To ensure effective administrative support services	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Ongoing preparation and attendance of meetings with governance and related structures.	Ongoing, quarterly reports	GM: Economic Development & Growth
1.3 Human Resources	Needs Analysis	IDP A1.2	All directorates must identify the training needs of their staff and provide such to Corporate Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP.	Effective and holistic approach to training Sound HR and clear communication of Council objectives for each job	Inputs as required	September 2010	GM: Economic Development & Growth
	TASK Job Descriptions	IDP A1.2	Job descriptions 95% finalised – new appointees	Finalised job descriptions submitted to the Job Evaluation Committee				

	Customer Care	IDP A7	outstanding To conform to the Batho Pele Principles	Response to all citizen complaints/enquiries within acceptable period			March 2011, QRs QR's	
1.4 Integrated Development Plan (IDP)	Governance	IDP A8.1	IDP reviewed on an annual basis	Reviewed IDP	Integrated management of IDP process	OMAF Meetings	Quarterly reports	GM: Economic Development & Growth
		IDP A8	Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	IDP, PMS, Budget integration with focus on service delivery	Alignment of planning and resources Integrated processes enabling efficient, cost, energy effective administration	Aligned to the Budget Planning IDP, KPI's & Targets included in PMS & SDBIP	September 2010 onwards, Quarterly reports July 2010	GM: Economic Development & Growth GM: Economic Development & Growth
1.5 Performance Management System - PMS	Governance Programme	IDP A9	Institutionalisation of PMS to be done institutionally or individually	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006 PMS further cemented and devolved to middle management level Performance	Improved service delivery, Legal compliance	Reporting on the Individual Scorecards Quarterly performance evaluations Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of Municipal Manager, all General Managers, and next level of management	September & December 2010, March & June 2011 September & December 2010, March & June 2011 July 2010 July 2010	GM: Economic Development & Growth GM: Economic Development & Growth GM: Economic Development & Growth

				appraisal process for financial year completed		Annual performance appraisal process		
1.6 HIV / Aids	National key priority	IDP A5	Mainstreaming of HIV / Aids by all the directorates	Each directorate to indicate how the HIV & Aids is mainstreamed.	Knowledge base and implementation developed	Workshop on mainstreaming and further implementation thereof.	August 2010 QR's	GM: Economic Development & Growth
	2. Service Delivery & Infrastructure Development							
2.1 Capital Projects	Job creation through capital/infrastructural projects	IDP C1	To stimulate economic growth	Number of jobs created	Improved quality of life	Number of jobs created	Ongoing (Quarterly Reports)	GM: Economic Development & Growth
	3. Local Economic Development							
3.1 Job Creation	Reduction in unemployment	IDP C1	To stimulate economic growth	Jobs created through the municipality's LED initiatives	Improved quality of life	Number of jobs created	Ongoing	GM: Economic Development & Growth
				Jobs created through the municipality's capital projects	Improved quality of life	Number of jobs created	Ongoing	GM: Economic Development & Growth
3.2 Gross Geographic Product (GGP)	Increased in GGP	IDP C3	To provide support to local business and emerging black entrepreneurs	Business Retention and Expansion Strategy	Growth in GGP	% implementation of the strategy	Ongoing	GM: Economic Development & Growth
		IDP C3.1		Capacity Building Initiatives	Competent emerging entrepreneurs	Number of trainings/workshops	Ongoing	GM: Economic Development & Growth
		IDP C3.1			Functional Midlands Development Agency	Pre-establishment Phase complete	December 2010	GM: Economic Development & Growth
		IDP C3.1		Company Registration	Formalised Emerging Entrepreneurs	Number of companies registered	Ongoing	GM: Economic Development & Growth
		IDP C3.1		Business Licensing	Reduced in the number of unlicensed businesses	Number of business licences issued	Ongoing	GM: Economic Development & Growth
3.3 Tourism	Tourism Development	IDP C2	To enhance tourism development	Revised Tourism Development Strategy	Increase in tourism spend	% implementation of the strategy	Ongoing	GM: Economic Development & Growth
3.4 Job Creation	Reduction in unemployment	IDP C4	To pursue special projects that will act as catalyst for economic	Mpophomeni Tourism Gateway Complex	Township tourism promoted and Increased in employment	Construction of the Mpophomeni Tourism Gateway Complex complete.	March 2011	GM: Economic Development & Growth

		IDP C4.6	development	Packaging of the Nelson Mandela Capture Site Project completed	opportunities. Increase in tourism spend and job opportunities	Complete Architectural Designs; Record of Decision obtain from the DAE&RD; Town Planning Application approved	December 2010	GM: Economic Development & Growth
		IDP C4.4		Implementation of the Howick Falls Business Plan	Increase in tourism spend and job opportunities	Service Level Agreement signed with the prospective Developer	September 2010	GM: Economic Development & Growth
		IDP C4.5		Construction of Business Incubator	Competent emerging entrepreneurs	Funding for construction sourced	March 2011	GM: Economic Development & Growth
3.5 Agriculture	Agricultural Development	IDP C5	To facilitate and co-ordinate agricultural development	Agricultural Development Strategy	Increased in GGP	Agricultural Development Strategy in place	July 2010	GM: Economic Development & Growth
4. Municipal Financial Viability and financial management								
4.1 Annual Report	Provision of Departmental input	IDP D3.3 IDP E3.4	Preparation of Annual Report for 2010/2011	Completed annual report for 2009/10	Legal compliance	Annual report (including AG Audit Report, AFS & Council reply) for 2008/09 tabled in Council	January 2011	GM: Economic Development & Growth
4.2 Budget	Provision of Departmental input	IDP E3	Budget 2010/11 approved	On date completion of budgetary processes	Sound financial management	Approved budget process plan including SDBIP. Internal budgetary processes. Adoption of Adjustments Budget Adoption of Draft MTEF Budget by Council Adoption of Final MTEF Budget by	August 2010 From August 2010, QR in December 2010 January 2011 March 2011	GM: Economic Development & Growth

						Council		
	Expenditure Management	IDP E4	Departmental Expenditure to be in line with Municipal Financial Policies and legislation	Full adherence to legal parameters and budget provisions	Improved expenditure	No financial irregularities coming from the Department	Ongoing (Quarterly Reports)	GM: Economic Development & Growth
	Asset Management	IDP E2	Management of Departmental Assets	Assets properly managed	Grap 17 compliance	Reduced in Municipal property lost	Ongoing (Quarterly Reports)	GM: Economic Development & Growth
4.3 Supply Chain Management	Provide support to supply chain management	IDP E5	SCM Policy revised	SCM Policy approved and implemented	Legal compliance and quality control	SCM Policy implemented	July 2010	GM: Economic Development & Growth
	5. Good Governance, Public Participation Accountability and Transparency							
5.1 Policies	Provision of input to policy formulation	IDP D3	To have adequate Municipal policies	All policies developed, approved and implemented	Legal compliance, sound administration	Once approved, directors to report on how policies relevant to their directorates are implemented	Ongoing, quarterly reports	GM: Economic Development & Growth
5.2 By-laws	Formulation of By-laws	IDP D3	To have adequate Municipal By-laws	Formulation of Business Licensing By-laws	Regulation of municipal services	Adopted Business Licensing By-laws	September 2010	GM: Economic Development & Growth
5.3 Community Consultation & Participation	Provision of support to all community participation processes	IDP D1	To improve and sustain community participation framework	Compliance with legally required community participation	Structured public participation, informed and participative community	Scheduling of monthly ward committee meetings in synergy with PFC and Council meetings	Ongoing (Quarterly Reports)	GM: Economic Development & Growth

UMNGENI MUNICIPALITY :
DEPARTMENT :
FUNCTIONAL/SERVICE AREA :
RESPONSIBLE OFFICIAL :
LINKAGE TO THE IDP :

DEPARTMENTAL SCORECARD 2010/2011
CORPORATE SERVICES
GENERAL MANAGER : CORPORATE SERVICES
H.S. BUTHELEZI
Provision of democratic and accountable governance

1. Municipal Transformation and Institutional Development							
Key Performance Area	Goal	Strategic Objective	Output	Outcome	Key Performance Indicator / Target	Date	Responsible Official
1.1 Organisational Design	Staff Structure	Current organisational structure to be reviewed in order to establish functional and logical alignment	Re-aligned structure	Improved Service Delivery	Proposed amended structure	QRs	GM: Corporate Services
1.2 Administration	Administrative Support	To ensure sustained administrative and secretarial support	Administrative support to ensure well functioning of Council, Mayoral Committee, Portfolio Committees, LLF, Training Committee, etc.	Timely and accurate documentation	Agendas: Council and MC 3 days prior to meetings, PFC – 8 working days prior to meetings	Ongoing, quarterly reports	GM: Corporate Services
		Monthly meetings – PFC – 3, Exco – 1, Council – 1, LLF – 1, Training – 1, MANCO-1			Minutes of Council, MC, PFC, LLF, Oversight Committee, S79, Training Committee, S62 Committee, EE committee within 72 hours distributed	Ongoing, quarterly reports	GM: Corporate Services
		EE meetings – as and when necessary, S62 – 4 per Quarter			Tasks from the MC and Council typed and distributed to all HODs for implementation purposes within 7 days from decisions being taken	Ongoing, quarterly reports	GM: Corporate Services
					Reports regarding implementation of council Resolutions	Ongoing, quarterly reports	GM: Corporate Services

					presented to the Standing Committees on a quarterly basis		
	Administrative Management	Attendance of Monthly meetings – PFC – 3, Exco – 1, Council – 1, LLF – 1, Training – 1, MANCO-1	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Ongoing preparation and attendance of meetings with governance and related structures	Ongoing, quarterly reports	GM: Corporate Services
	Contracts Management	Central management of contracts is essential	A database and filing system of all contracts including employment contracts, maintained	Proper contract management	Obtain copies of all contracts from Directorates Continuous updating of the database	September 2010 Ongoing, quarterly reports	GM: Corporate Services GM: Corporate Services
	Record Management	Collaborator programme/module in place, helpdesk & control room memo's generated linked into the system	Daily recording of incoming mail/requests on EDMS & EMIS	Cost-effective, time-effective sound administrative practices	Incoming mail at decentralised offices delivered to centralised registry office within 24 hours	Ongoing & quarterly reports	GM: Corporate Services
			Effective mail/registration and reprographical service Effective monitoring of landline telephone accounts on a monthly basis		Incoming mail at centralised office electronically or manually distributed to all administrators, directorates, divisions, officials within 24 hours of receipt thereof All incoming mail on centralised record system and lodged with right persons to deal with it within 48 hours, irrespective of whether received at or having to be dealt with at central or decentralised offices Ongoing monitoring by centralised and decentralised management	Ongoing & quarterly reports Ongoing & quarterly reports Ongoing & quarterly reports	GM: Corporate Services GM: Corporate Services GM: Corporate Services

		Directorates managing records and IT to work together to ensure any system faults are detected and addressed	Reliable record management system	Cost-effective, time-effective sound administrative practices	Annual audit to ensure integrity of the system	Quarterly reports	GM: Corporate Services
	Archives & Filing Plan	Archives in place An approved file plan Collaborator accredited by National Archives	An established archive system Continued updating of file plan / system 3 years completed electronic record system	Compliance with national archives legislation	Ongoing management of archives, filing system. Archives moving to new premises Back scanning of information into Collaborator	Ongoing, QRs November 2010 August 2010, March 2011, QRs	GM: Corporate Services GM: Corporate Services GM: Corporate Services
	Council Fleet	Netstar software in place for tracking Fleet management policy in place	Strict adherence to policy in respect of inspections, services, assessment and auctioning. Staff awareness of content of fleet management policy	Enforcing sound maintenance practices	24/7 monitoring – working hours by fleet management and a/h by control room SCM adhered to	November 2010 Ongoing, QRs	GM: Corporate Services GM: Corporate Services
		FNB auto system installed for technical detail where relevant Annually vehicles are identified to be auctioned Training of specialised drivers in respect of vehicles and all staff with vehicles to policy	FNB system enables expanded management of vehicles Identified vehicles auctioned Well trained staff	Empowerment of staff	Asset register updated Verification of driver's licences when issued Quarterly inspections scheduled with 7 days notice Services scheduled in consultation with fleet management Annual assessment of all vehicles wrt condition and lifespan Annual auctioning of identified vehicles Training of drivers in	Ongoing, QRs Ongoing, QRs Ongoing, QRs June 2011 June 2011 July – December 2011,	GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate

					respect of specialised vehicles	QRs	Services
	Information Access	Promotion of Access to Information Act, No. 2 of 2000 responsibilities to be adhered to	Updating of PAIA Manual and all relevant information as required by the PAIA on the website		Gap analysis to establish if all requirements in terms of PAIA are met and SOW or PEP to address the gaps Updated PAIA Manual Updated website with information required by PAIA, e.g. all by-laws, etc.	August 2010 September 2010 July 2010, Ongoing, QR's	GM: Corporate Services GM: Corporate Services
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised – new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee Follow up with the SALGBC and the JE Committee to have these job descriptions approved	Quarterly reports Quarterly reports	GM: Corporate Services GM: Corporate Services
	EAP	Focussed Employee Assistance Programme	EAP policy in place	Supportive workplace	Focussed EAP Policy Ongoing implementation of policy	October 2010 Quarterly reports	GM: Corporate Services GM: Corporate Services
	Recruitment and Selection	Systematic recruitment and selection process optimises staff utilisation Induction programme in place Practical guidance to staff regarding Conditions of employment	System in place for recruitment, selection and appointment processes Ongoing induction programme Practical explanation of provident, pension, medical aid, etc.	Good administration Workplace orientation Empowerment of staff	All vacancies on fixed establishment filled within 2 months after post became vacant Present continuous induction programmes to new staff Ongoing practical guidance to each new staff member/groups of new employees	Quarterly reports Quarterly reports Quarterly reports	GM: Corporate Services GM: Corporate Services GM: Corporate Services
			Efficient and effective processing of new		Irrespective of date, no of new employees – all	Quarterly reports	GM: Corporate Services

			appointments		administrative processes ie medical, pension, provident, etc completed by 15 th day of month		
	Personnel Administration	Administration of leave, pension, provident, medical etc of all employees Collaborator leave module in operation Decentralised offices responsible for application of BCE in respect of own personnel	All leave and other record keeping up to date in best interest of Council & employees Correct and up to date implementation of all conditions of service Daily administration of all personnel matters Daily management of leave, sick leave, training schedules, attendance at the decentralised offices	Legal compliance Legal compliance Good administration Good administration	Ongoing Ongoing Ongoing Ongoing, information to central office for database capturing within 24 hours	Quarterly reports November 2010 Quarterly reports Quarterly reports	GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services
	HR Strategy	Lack of a human resource strategy and plan	An approved and implemented HR strategy and Plan	Effective human resource planning	Developed TOR for a HR Strategy and Plan Inclusion in IDP projects & budget for it	Quarterly reports December 2010	GM: Corporate Services GM: Corporate Services
	Customer Care	Reponsiveness to resident's queries	Response to all citizen complaints/enquiries within acceptable period		Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests within 14 days	Quarterly reports	GM: Corporate Services
1.4 Employment Equity	Plan	EE Plan to be annually reviewed	A reviewed EE Plan encompassing of composition objectives, gender targets, identified intervention steps	Legal compliance	Review of EE Plan with inclusion of possible interventions and applicable policy decisions, if need be, to achieve objectives and	September 2010	GM: Corporate Services

	Monitoring	EE Plan to be implemented and monitored			goals, eg career development, succession planning, coaching & mentoring programmes, retention of staff		
	Gender	Existing gender committee	Gender equity in respect of all programmes promoted	Empowerment of women	Revision of EE targets to accepted demographics	September 2010	GM: Corporate Services
					Submit EE Reports to DOL	October 2010	GM: Corporate Services
					Implementation of EE Plan and Interventions monitored	November 2010 onwards, QR	GM: Corporate Services
					Where applicable, ensuring gender equity in respect of all municipal programmes, activities	Quarterly reports	GM: Corporate Services
	Interventions	Intervention strategies, policies and plans to ensure objectives achieved might be necessary	Progressive implementation of identified actions		Finalised and Council approved EE Report & Plan	September 2010	GM: Corporate Services
					Interventions approved and starting with implementation	October 2010	GM: Corporate Services
	Monitoring	EE Plan to be implemented and monitored			Submit EE Reports to Department of Labour	October 2010	GM: Corporate Services
1.5 Skills Development	WPSP	Need for an updated Workplace Skills Audit, eg to include all new staff	Finalised skills audit	Targeted training of staff possible	Skills audit completed including all staff, training needed in respect of new tasks, ie all gaps identified	July 2010	GM: Corporate Services
		Workplace Skills Plan outdated	Completed WPSP	Training and development needs addressed	WPSP completed with courses identified to address gaps including EE intervention training needs	September 2010	GM: Corporate Services

		Local government goals dictate a progressively multi-skilling approach to training			WPSP submitted to Seta	October 2010	GM: Corporate Services
		EE Plan requires focus on training linked to career planning, succession planning etc.	Seta Funds accessed – mandatory and discretionary grants	Broadening HR asset base	Seta funds claimed	October 2010	GM: Corporate Services
				Trained and developed staff, Legal compliance	Implementation of WPSP	Quarterly reports	GM: Corporate Services
	Learnerships	Implementation of the NSF	Learnerships and learners identified	Broadening skills base	Learners identified and enrolled in courses	QR	GM: Corporate Services
	Mentoring	Broad skills base of O/S residents not utilised	Database of available skills in Community	Potential for mentoring unlocked	Establishment of available skills base and continuous updating thereof	October 2010 and ongoing	GM: Corporate Services
					Identify mentoring possibilities and processes, link skills to opportunities and packaging thereof in a proper TOR. Continuous monitoring and quarterly progress reports once a programme underway	November 2010 and Ongoing	GM: Corporate Services
						Ongoing and QRs	GM: Corporate Services
	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Effective and holistic approach to training	Inputs as required	September 2010	GM: Corporate Services
	Policies	Adequate policies. Important policies to be reviewed	All policies developed, approved and implemented	Approved policies	Gap analysis- legislation vis-à-vis existing, in draft, in	July 2010	GM: Corporate Services

			Only direct employee related policies referred to LLF Implementation of policies monitored in co-operation with the Audit Committee		process policies to determine status quo of policy structure and needs Priority policies identified and timeframes determined Already approved policies implemented	July 2010 July 2010	GM: Corporate Services GM: Corporate Services
	By-laws	Number of outstanding by-laws Consistent enforcement of by-laws	Implementation of gazetted by-laws	Approved by-laws	Implementation of approved by-laws	July 2010 July 2010	GM: Corporate Services GM: Corporate Services
	Legal services	Legal reference system Regular legal opinions	Expanding law library Legal knowledge and enforcement base		Expanding law library and keeping inventory	December 2010 Ongoing	GM: Corporate Services GM: Corporate Services
	Legal prosecutions	Interpretation of contracts, by-laws and policies Law enforcement to be more effective	Legal knowledge Approval obtained from NPA and prosecutions being done		Responses to legal enquiries Legal advice on a daily basis to all General Managers Liaison with NPA	Quarterly Reports Ongoing Ongoing	GM: Corporate Services GM: Corporate Services GM: Corporate Services
1.6 Integrated Development Plan (IDP)	Governance	IDP reviewed on an annual basis	Reviewed IDP	Legal compliance Integrated management of IDP process Recording and prioritisation of community needs Integration of national, provincial and local planning Alignment with district IDP Legal compliance	Approved IDP/Budget process plan OMAF meetings Ward Committee meetings Meetings with national and provincial sectoral departments Meetings with ODM IDP Rep Forum Final draft IDP	August 2010 Quarterly reports Quarterly reports Quarterly reports Quarterly reports March 2011	GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services

		Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	IDP, PMS, Budget integration with focus on service delivery	Integrated processes enabling efficient, cost, energy effective administration	IDP KPIs & Targets included in PMS & SDBIP	July 2010	Services GM: Corporate Services
1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS institutionally or individually	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, Legal compliance	Performance agreements of Municipal Manager and General Managers completed in line with regulations and signed	July 2010	GM: Corporate Services
		Performance Regulations, 2006 to be implemented	PMS devolved to middle management level		Municipal Scorecard adopted by Council	July 2010	GM: Corporate Services
			Performance Audit committee in place		Performance audit committee established and to meet quarterly	QR	GM: Corporate Services
					Municipal Scorecard and performance agreements submitted to the Performance Audit Committee	August 2010	GM: Corporate Services
					Reporting on the individual scorecards.	September and December 2010, March and June 2011 September and December 2010, March and June 2011 September and December 2010, March and June 2011 June 2011	GM: Corporate Services
					Quarterly performance evaluations.		GM: Corporate Services
					Institutional reporting processes followed		GM: Corporate Services
			Performance appraisal process for financial year completed		Annual performance appraisal process		GM: Corporate Services
1.8 ICT	IT	Existing IT strategy	Updated IT strategy to manage the needs of the municipality in synergy with available	Pro-active management of IT	Ongoing updating of IT strategy	Quarterly reports	GM: Corporate Services

		Existing IT risk assessment, risk register, risk information system in place and risk mitigating measures identified some which are in process of implementation	technology . Effective IT risk management	Ensuring the municipality take note of and can budget to reduce IT risks	IT risk assessment, register and information system continuously updated	Quarterly reports	GM: Corporate Services
			Implementation of risk mitigating measures insofar as funding and capacity allow	Risk reduction and protection of Municipal information systems	Upgrading of the IT network through implementation of risk mitigating actions Implementation of the Disaster Recovery Plan through implementation of the risk mitigating actions – all users signed	Ongoing, QRs	GM: Corporate Services
		Entrenchment of municipal rules	Controlled use of municipal IT infrastructure	Securing and protection of municipal infrastructure	Daily control and monitoring	Ongoing, QRs	GM: Corporate Services
		Existing IT PC Inventory	Updated IT PC inventory	Control over municipal IT infrastructure	Regular inspection and monitoring	Ongoing, QRs	GM: Corporate Services
		Radio frequency network in process with 512k digitnet lines and new software installed. IT Steering Committees taking place	O/S RFN with voice implemented and functional Regular ITSC meetings	Image and service delivery of municipality. Common knowledge base and buy-in to IT objectives	Infrastructure completed Re-institutionalisation of ITSC meetings on a monthly basis	August 2010 July 2010	GM: Corporate Services GM: Corporate Services
	Information Access	Promotion of Access to Information Act, 2/2000 responsibilities to be adhered to	Continuous updating of PAIA Manual and all relevant information as required by the PAIA on the website.	Legal compliance, transparency, accountability	Updated PAIA Manual Updated website with information required by PAIA, eg all by-laws, etc, and not yet adhered to.	QR QR	GM: Corporate Services GM: Corporate Services
		All directorates handling complaints /	Daily and monthly inputs into the system	Effective management information system	Daily inputs and	Monthly, QRs	GM: Corporate

		queries / request regarding services linked to EMIS have the responsibility to capture the data required on a daily basis and report monthly thereon	and reporting thereon to identify performance, non-performance, trends and other essential management information		monthly reporting ongoing.		Services
1.10 Occupational Health and Safety	OHS Committees & Staff	Established OHS committees	Ensuring the municipality complies with all OHS requirements	Safer and healthier workplace	Safety representatives to meet monthly. Appointment of health & safety officer	QR September 2010	GM: Corporate Services GM: Corporate Services
		OHS currently presenting a considerable risk to the Municipality		Reduce the liability risks of the Municipality	Finalise schedule of H&S Officers responsibilities and training needs determined, included in WPSP and proceeded with	QR	GM: Corporate Services
				Legal compliance	Health examinations of exposed personnel done and education on use of PPE completed	September 2010	GM: Corporate Services
	OHS Policy	Lack of a Health and Safety Policy	Health and Safety Policy adopted and implemented	Formalisation and structuring of approach to health and safety	Health and Safety Policy in place	October 2010	GM: Corporate Services
	OHS Audit and Plan	Lack of updated H&S audit of municipal facilities, offices, etc and lack of recorded H&S Plan compliant with legal requirements	Legally compliant H&S Audit and Plan completed	Legal compliance	H&S Audit of all municipal buildings, facilities	Annually Quarterly report	GM: Corporate Services
					Implementation of report	November 2010 onwards, QR	GM: Corporate Services
					H&S Plan completed and inspection sheets implemented.	December 2010	GM: Corporate Services
					Updated risk profile of all directorates in line with H&S Audit and Plan	January 2011	GM: Corporate Services

1.11 Labour Relations	LLF	LLF attended regularly by EM, Councillors and functioning well	LLF consulted re all personnel related matters, eg PMS, EE, Task, Training & Development, etc.	Sound labour relations, employees' interests protected	Regular LLF Meetings and Minutes kept	Ongoing, QR's	GM: Corporate Services
1.12 HIV / Aids	National key priority	Mainstreaming of HIV / Aids by all the directorates	Each directorate to indicate how the HIV & Aids is mainstreamed.	Knowledge base and implementation developed	Workshop on mainstreaming and further implementation thereof.	August 2010 QR's	GM: Corporate Services
		HIV/Aids policy	HIV/Aids policy in operation	Focused HIV/Aids program development	HIV/Aids policy developed and adopted To have HIV&AIDS logo and message in appropriate documents To strengthen communication strategy of HIV & AIDS through ICT and Communication Monitoring and evaluation	August 2010 October 2010 December 2010 Ongoing, QRs	GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services
	HIV / Aids Day	Observation of HIV & Aids Day	Effective involvement of all stakeholders and public support by municipality	Improved HIV & Aids Days observation with visible impact for the communities	To conduct a municipal display of support for World AIDS day.	December 2010	GM: Corporate Services
2. Service Delivery & Infrastructure Development							
2.1 - 2.10 Basic Services	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff in respect of all basic and housing services delivery	Empowerment of staff, effective maintenance of electrical networks, effective waste and other basic service delivery		September 2010	GM: Corporate Services
2.11 Building Services	Building Control	Claims against the municipality to be dealt with – less than 1/1000 plans	Management of and dealing with claims against the municipality in the most effective and cost-efficient manner possible	Legal process compliance	Management of legal claims against the municipality and legal processes in respect thereof	QRs	GM: Corporate Services
2.12 GIS	Training	Hard and software and resources in place but	Relevant personnel trained completed and	Knowledge base of staff expanded and	GIS related skills needs and courses identified	September 2010	GM: Corporate Services

		personnel not trained	ongoing	multi-skilling pursued	and included in WPSP		
2.13 Protection Services: Law enforcement and traffic	Training	Training for protection services staff is essential	Appropriately trained staff	Knowledge base of staff expanded and multi-skilling pursued	Related skills needs and courses identified and included in WPSP	September 2010	GM: Corporate Services
2.14 Disaster Management	Social safety net	Humanitarian interventions needed in case of disaster / extreme human suffering, e.g. xenophobia	Successful interventions in times of disaster	Improvement of quality of life of persons affected	Care services as and when necessary	Quarterly reports	GM: Corporate Services
	Liabilities and Training	Adequate, ongoing training of permanent personnel and volunteers essential	Training courses accessed, completed with SETA monies	Safety of personnel, liability of volunteers for Council	Assess the legal implications of using volunteers to ensure council not encountering unwanted liabilities Training courses for fire fighters identified and further pursued through the WPSP	July 2010 September 2010	GM: Corporate Services GM: Corporate Services
4. Municipal Financial Viability and financial management							
	AFS	AFS is GAMAP / GRAP compliant	Completed financial statements – S71 & 72 compliant		Financial statements submitted including performance information to AG	31 August 2010	GM: Corporate Services
	Compliance Management – AG Report	AG Report	Action Plan to address AG Report 2008/09	Legal compliance	Action plan re AG Report Management co-ordination	December 2010 January 2011	GM: Corporate Services GM: Corporate Services
	Annual Report	Preparation of Annual Report	Completed annual report Completed action plan	Legal compliance Legal compliance	Annual report (including AG Audit Report, AFS & Council reply) tabled in Council. Completion of Action Plan re Management Letter Report re Management Letter	January 2011 February 2011 March 2011	GM: Corporate Services GM: Corporate Services GM: Corporate Services
	Budget	Budget 2010/11	On date completion of	Sound financial	Approved budget	August 2010	GM: Corporate

		approved	budgetary processes	management	process plan including SDBIP		Services
					Internal budgetary processes	From August 2010, QR in December 2010	GM: Corporate Services
	SDBIP	SDBIP & PMS largely intergrated for 2010/11	Totally integrated SDBIP & PMS	Energy and cost effective management processes and reporting systems	Progressive integration of PMS & SDBIP and compilation of necessary reports – quarterly, mid-year and annual	July 2010 – May 2011, Quarterly Reports	GM: Corporate Services
			SDBIP for 2010/11 in place and approved		Drafting of the SDBIP	May 2011	GM: Corporate Services
					Finalisation and approval of the SDBIP	July 2010	GM: Corporate Services
					Refining the integration of SDBIP & PMS for 2010/11	July 2010	GM: Corporate Services
	Expenditure Management	Overtime exceeding BCEA stipulations & negative AG comments thereon	Overtime within acceptable parameters		Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits in respect of acting allowances by Sept, 50% of said by Dec 2010, 75% of said by Mar 2010 and 100% compliance by June 2010	July 2010, Ongoing, QRs	GM: Corporate Services
	Salaries	Salary budget and payment processes in place	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security	Draft salary budget	March 2011	GM: Corporate Services
					Final salary budget	May 2011	GM: Corporate Services
	Contract Management	Sound management structures / processes	Collaborator operation module for contract	Legal compliance and quality control	Module operational	November 2010	GM: Corporate Services

			management of a certain category of contracts		Monitoring of functionality of module All contracts on the system Generic and contract specific monitoring in respect of all projects implemented by all directorates Performance review of all contracts submitted by directorates to Municipal Manager. Consolidation of performance reviews for inclusion in annual report	November – December 2010 December 2010 December 2010 March 2011 March 2011	GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services
5. Good Governance, Public Participation Accountability and Transparency							
	Policies	Important policies to be reviewed.	Direct employee related policies referred to LLF Implementation of policies monitored in co-operation with the Performance Audit Committee		Priority policies identified and timeframes determined, ie health & safety, training & development Already approved policies implemented	QR QR	GM: Corporate Services GM: Corporate Services
	By-laws	Number of outstanding by-laws Consistent enforcement of by-laws	Implementation of gazetted by-laws In process by-laws approved, gazetted, implemented. New by-laws approved, gazetted, implemented	Regulation of municipal services Enforcement of legislation Controlled environment leading to better accountability	Implementation of by-laws already gazetted Gap analysis in respect of legislative obligations vis-à-vis by laws. Priority by-laws for development identified and timeframes determined Water and sanitation,	01 July 2010 July 2010 July 2010 August 2010	GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate

					stormwater and swimming pool Markets & Signage Beaches & Amusement facilities & Local Amenities. Municipal Parks, Traffic & Parking Once promulgated, directors to report on how by-laws relevant to their directorates are enforced	November 2010 February 2011 May 2011 Ongoing, quarterly reports	Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services
	Legal Services	Need for a legal reference system Regular legal opinions Interpretation of contracts, by-laws, policies. Legal opinion and advice Legal Advice Labour disputes	Expanding law library Legal knowledge and enforcement base Legal knowledge	Easy reference system Legally correct actions protect the Municipality	Expanding the law library and keeping an inventory of it Assistance to law enforcement officials Responses to legal enquiries Legal advice on a daily basis to different directorates. Observe tender adjudication process, two weekly Section 62 appeals – twice quarterly. Represent council at arbitration and mediation on a case by case basis	Ongoing, QR Ongoing, QR Ongoing, QR QR QR QR	GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services
	Legal prosecutions	Law enforcement will be more effective if the municipality can prosecute offenders	Approval obtained from the NPA and prosecutions being done	Effective and speedy law enforcement	Liaison with National Prosecuting Authority to obtain authority ito S22(8)(b) of the NPA Act, 32/1998	Ongoing	GM: Corporate Services

					Authority obtained and operations pursued	Ors	GM: Corporate Services
					Regular liaison with the Justice department & National prosecution	QR	GM: Corporate Services
	Internal Audit & risk management	Audit plan to be continuously reviewed	Audit plan continuously reviewed and communicated to AC and management	Risks determined and managed	Risk based audit plan revised based on results of risk assessments and in synergy with PMS & SDBIP. Risk assessment results and revised audit plan communicated to Directorates for implementation	November 2010 December 2010	GM: Corporate Services GM: Corporate Services
	Intergovernmental relations	IGR Clusters to be used for inter-governmental unity and support Quarterly provincial questionnaire-municipal snapshot in Vuna format	Attendance of District IGR Cluster meetings as applicable to each Directorate Full participation in Provincial Municipal snapshot	Improved IGR Preparation for Vuna Participation	Full attendance of cluster meetings and feedback reports Provincial questionnaires to be completed within prescribed time frame	September & December 2010, March & June 2011 October 2010, January 2011, April 2011, June 2011, QRs	GM: Corporate Services GM: Corporate Services
	Electoral Commission	Director : Management Services appointed as Municipal Electoral Officer and so approved by Council	Successful chairperson of party liaison committee	Good relations established and maintained between Elec. Comm, Municipality and political parties	Involvement in municipal elections and by-elections	QR	GM: Corporate Services
	Communication	Various external communication services in place and to be maintained	Effective management of external communication services	Improved image of municipality and service delivery	Monthly O/S Bulletin Bi-annual update of website Municipal showcase Council Imbizo	Ongoing, QRs July 2010 & Jan 2011, QRs October 2010, QR April 2011	GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services

					Written report to Council and DPLG on results achieved through the Imbizo	Two weeks after Imbizo and Quarterly reports	GM: Corporate Services
					Quarterly Media Liaison Report	July 2010, October 2010, Jan 2011, April 2011, QRs	GM: Corporate Services
					Information Board Management	Monthly ongoing, QRs	GM: Corporate Services
		Council branding, corporate advertising and sponsorships going	Effective management of council's branding, corporate advertising and sponsorship programme	Improved image of municipality and its involvement	Annual Corporate identity manual update	31 July 2010	GM: Corporate Services
					Ongoing implementation of 2009/09 advertising plan	Ongoing, QRs	GM: Corporate Services
					Ongoing implementation of 2009/09 sponsorship programme	Ongoing, QRs	GM: Corporate Services
		Council has special projects implemented on an annual basis	Effective management of Council's special projects	Recognition of community achievers	Plan for Mayor's achievers recognition	July 2010	GM: Corporate Services
				Empowerment of the youth	Junior Council inauguration	July 2010	GM: Corporate Services
					Junior Council Orientation Tour	September 2010	GM: Corporate Services
					Mayors Environmental Award	June 2011	GM: Corporate Services
		Internal communication processes essential	Effective management of internal communication processes	Building internal relations and improving identification of employees with municipality	Internal newsletter	Ongoing, QRs	GM: Corporate Services
					Internal communications team meetings.	Aug & Nov 2010, Feb 2011, QRs	GM: Corporate Services
		Public opinion is	Effective monitoring of	Improved municipal	Daily monitoring of	Ongoing, QRs	GM: Corporate

		important to the municipality Ongoing need for administrative support to EM and fulltime councillors	public opinion and news coverage Effective administrative support to EM and full time councillors	image Building the image of the responsive municipality	news media Surveys when necessary. Language policy approved and implemented Responding to media reports within 7 days Draft / final policy on IGR	Ongoing, QRs September 2010 Ongoing, QRs Nov 2010, Jan 2010	Services GM: Corporate Services GM: Corporate Services GM: Corporate Services GM: Corporate Services
	Community Consultation & Participation	Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 reps per ward	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues	Adhering to legislation in respect of public participation, section 21 and Chapter 4 of MSA	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes	Ongoing, QR	GM: Corporate Services
	Special Projects	Savings on Mayoral Special Projects budget	Completion of liaison, purchases, deliveries to target groups	Strengthening of social fabric of local society	Contact relevant organisations / institutions for needs proposal, ie focus on elderly, youth, disabled	May 2011	GM: Corporate Services
					Needs and wishes analysed, prioritised, funding allocated Purchases, deliveries made	May 2011 30 June 2011	GM: Corporate Services GM: Corporate Services

UMNGENI MUNICIPALITY :
DEPARTMENT :
FUNCTIONAL/SERVICE AREA :
RESPONSIBLE OFFICIAL :
LINKAGE TO THE IDP :

DEPARTMENTAL SCORECARD 2010/2011
MUNICIPAL MANAGER
MUNICIPAL MANAGER
F.D. VILAKAZI
Provision of democratic and accountable governance
Promotion of Tourism and Economic Development
Creation and maintenance of a safe and healthy environment
Management and conservation of the natural environment
Provision and maintenance of municipal services

1. Municipal Transformation and Institutional Development							
Key Performance Area	Goal	Strategic Objective	Output	Outcome	Key Performance Indicator / Target	Date	Responsible Official
1.1 Organisational Design	Staff Structure	Current organisational structure to be reviewed in order to establish functional and logical alignment	Re-aligned structure	Improved Service Delivery	Proposed amended structure	31 August 2010	Municipal Manager, and all General Managers
1.2 Administration	Administrative Management	Attendance of monthly meetings: Portfolio-3, Exco-1, Council-1, MANCO-1	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Ongoing preparation and attendance of meetings with governance and related structures.	Ongoing, quarterly reports	Municipal Manager, and all General Managers
		Municipal Manager delegated powers to all General Managers but overall responsible	Overseeing effective administration of all departments		Visit to and meetings with General Managers at least once per quarter	Ongoing, Quarterly Reports	Municipal Manager
1.3 Human Resources	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Corporate Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Effective and holistic approach to training	Monitoring of training needs being sufficiently addressed by directorates and suggestions re induction course content based on experience	September 2010	Municipal Manager, and all General Managers

1.4	Learnerships	Implementation of the NSF	Learnerships and learners identified	Broadening skills base	Learners identified and enrolled in course	QR	Municipal Manager, and all General Managers
1.5	Mentoring	Broad skills base of O/S residents not utilised	Database of available skills in Community	Potential for mentoring unlocked	<p>Establishment of available skills base and continuous updating thereof</p> <p>Identify mentoring possibilities and processes, link skills to opportunities and packaging thereof in a proper TOR</p> <p>Continuous monitoring and quarterly progress reports once a programme is underway</p>	<p>October 2010 and ongoing</p> <p>November 2010 and Ongoing</p> <p>Ongoing and Quarterly Reports</p>	<p>Corporate Services</p> <p>Corporate Services, Municipal Manager</p> <p>Corporate Services, Municipal Manager</p>
1.6 Integrated Development Plan (IDP)	Governance	<p>IDP reviewed on an annual basis</p> <p>Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting</p>	<p>Reviewed IDP</p> <p>IDP, PMS, Budget integration with focus on service delivery</p>	<p>Integrated management of IDP process</p> <p>Integrated processes enabling efficient, cost, energy effective administration</p>	<p>IDP Meetings</p> <p>IDP, KPI's & Targets included in PMS & SDBIP</p>	<p>Quarterly reports</p> <p>July 2010</p>	<p>Municipal Manager, and all General Managers</p> <p>Municipal Manager, and all General Managers</p>
1.7 Performance Management System - PMS	Governance Programme	<p>Institutionalisation of PMS institutionally or individually</p> <p>Community consultation</p> <p>Performance Regulations, 2006 to</p>	<p>Approved, implemented PMS compliant with MSA and Performance Regulations, 2006</p> <p>PMS devolved to middle management level</p> <p>Integration of PMS with SDBIP</p>	<p>Improved service delivery, Legal compliance</p>	<p>Performance agreements of Municipal Manager and General Managers completed in line with regulations and signed</p> <p>Municipal Scorecard adopted by Council</p> <p>Reviewed Policy documents adopted by</p>	<p>July 2010</p> <p>July 2010</p> <p>July 2010</p>	<p>Municipal Manager, and all General Managers</p> <p>Municipal Manager, and all General Managers</p> <p>Municipal Manager, and all General</p>

		be implemented			<p>Council</p> <p>Reporting on the Individual Scorecards</p> <p>Quarterly performance evaluations</p> <p>Institutional reporting processes followed</p> <p>Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of Municipal Manager, all General Managers, and next level of management</p> <p>Annual performance appraisal process</p>	<p>September and December 2010, March and June 2011</p> <p>September and December 2010, March and June 2011</p> <p>September and December 2010, March and June 2011</p> <p>Dec 2010</p>	<p>Managers</p> <p>Municipal Manager, and all General Managers</p> <p>Municipal Manager, and all General Managers</p> <p>Municipal Manager, and all General Managers</p> <p>Municipal Manager, and all General Managers</p>
1.8 ICT	<p>IT</p> <p>OHSA Audit & Plan</p>	<p>IT Steering Committees</p> <p>Updated H&S audit of municipal facilities, offices, etc and recorded H&S Plan compliant with legal requirements</p>	<p>Regular ITSC meetings</p> <p>Legally compliant H&S Audit and Plan completed</p> <p>Immediate risks satisfactorily addressed</p>	<p>Common knowledge base and buy-in to IT objectives</p> <p>Legal compliance</p> <p>H&S shortcomings, and risks identified and prioritised</p>	<p>Re-institutionalisation of ITSC meetings on a monthly basis</p> <p>H&S Audit of all municipal buildings, facilities, PPE of staff completed by an inspection authority as per OHSA and in synergy with existing risk profiles</p> <p>Report on immediate risks including cost analysis thereof to</p>	<p>July 2010</p> <p>July – November 2010 Quarterly Report</p> <p>November 2010</p>	<p>Municipal Manager, and all General Managers</p> <p>Municipal Manager, and all General Managers</p> <p>Operations, Municipal Manager</p>

					Council Implementation of Report H&S Plan completed & inspection sheets implemented Updated risk profile of all directorates in line with H&S Audit and Plan	November 2010 onwards, QR December 2010 January 2011	Operations, Municipal Manager Operations, Municipal Manager Operations, Municipal Manager
1.11 Labour Relations	LLF	LLF attended regularly by GM's, Councillors and functioning well	LLF consulted re all personnel related matters, eg PMS, EE, Task, Training & Development, etc.	Sound labour relations, employees' interests protected	Regular LLF Meetings and Minutes kept	Ongoing, QR's	Corporate Services, Municipal Manager
1.12 HIV / Aids	National key priority	Mainstreaming of HIV / Aids by all the directorates	Each directorate to indicate how the HIV & Aids is mainstreamed.	Knowledge base and implementation developed	Workshop on mainstreaming and further implementation thereof.	August 2010 QR's	Corporate Services, All General Managers, Municipal Manager
	HIV / Aids Day	Observation of HIV & Aids Day	Effective involvement of all stakeholders and public support by municipality	Improved HIV & Aids Days observation with visible impact for the communities	To conduct a municipal display of support for World AIDS day.	December 2010	Community Services, Corporate Services, Municipal Manager
2. Service Delivery & Infrastructure Development							
2.1 Capital Projects	Various projects & programmes – attached as Annexure 1 to the Scorecard of each director including reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	To have a large number of capital projects mostly in respect of community services and infrastructure and planning	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	Maximum development in respect of infrastructure and services	25% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 Sep 2010	Municipal Manager, All General Managers
		Responsibility of Municipal Manager to ensure capital	Monthly and quarterly monitoring of targets as set	Effective management implementation performance	50% spending in respect of capital budget with full quality,	31 Dec 2010	Municipal Manager, All General Managers

		spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2011		monitoring	cost, time and health and safety control exercised		
					75% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	31 March 2011	Municipal Manager, All General Managers
					100% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 June 2011	Municipal Manager, All General Managers
	Performance Ratings	Adequate performance of consultants and contractors, eg project management, infrastructure, construction and EIAs / RODs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted	<p>Performance rating criteria and schedule established</p> <p>All service providers rated and performance meetings held including expected standards and provisions regarding poor performance. Monitoring of performance of service providers and steps taken as dictated by performance</p>	<p>July 2010</p> <p>July 2010</p> <p>July 2010 ongoing, QRs</p>	<p>Municipal Manager, All General Managers</p> <p>Municipal Manager, All General Managers</p> <p>All General Managers</p>
2.2 Maintenance Projects	Holistic Planning	Lack of holistic maintenance needs analysis, policy and plan in respect of	Infrastructure maintenance needs analysis done and a policy and plan	Focused, holistic and integrated maintenance, effective service delivery	Maintenance needs analysed and finalised	30 Sep 2010	Municipal Manager, Community Services

		infrastructure	operationalised		Maintenance policy developed	31 Dec 2010	Municipal Manager, Community Services
					Maintenance plan developed	31 March 2011	Municipal Manager, Community Services
					Maintenance plan implemented	30 June 2011	Municipal Manager, Community Services
2.6 Waste Services	Roles & Responsibilities	Division of the waste services planning & infrastructure vis-à-vis operational and maintenance obligations & roles to be clearly defined in organisational structure	Clear differentiation between I&P vis-à-vis Community Services role in respect of waste services delivery	Logical functional division	Role definition in line with amended organisational structure	September 2010	Municipal Manager, Community Services
2.7 Transport, Roads & Storm Water	Roles & Responsibilities	Division of the planning & infrastructure vis-à-vis operational and maintenance obligations & roles to be clearly defined in organisational structure	Clear differentiation between I&P vis-à-vis Community Services role in respect of roads and storm water services delivery	Logical functional division	Role definition in line with amended organisational structure	September 2010	Municipal Manager, Community Services
2.8 Environmental Management	Integrated management	Building a holistic, integrated Environmental Management focus	An Integrated Environmental Management Plan (IEMP) for each municipal conservation area	Legal compliance	Final Environmental Management Strategy and Policy approved	July 2010	Municipal Manager
				Good management practices	An Integrated Environmental Management Plan	December 2010, March 2011 and June 2011	Municipal Manager
	Awareness	Environmental calendar used to build awareness	Observation of the environmental calendar through public display of municipal	Improved awareness of environmental related issues and their importance	Arbor day preparation and observation	September 2010	Municipal manager, GM Community Services

			commitment to the environment		Water week preparation & observation. Environmental day preparation and observation thereof	March 2011 June 2011	Municipal Manager Municipal Manager
2.9 Housing	Accreditation	Municipality not accredited to perform housing function	Accreditation to Dept of Housing applied for if feasible	Improved control over developments in area	Regular reporting on progress of application for accreditation if submitted	QRs	Community Services, Municipal Manager
2.11 Building Services	Building Control	Claims against the municipality to be dealt with – less than 1/1000 plans	Management of and dealing with claims against the municipality in the most effective and cost-efficient manner possible	Legal process compliance	Management of legal claims against the municipality and legal processes in respect thereof	QRs	Community Services, Municipal Manager,
2.14 Disaster Management	DMP	Existing Disaster Management Plan High level of preparedness essential and quick mobilisation Knowledge base of legislation and codes necessary	Fully updated DMP Discipline heads with command directives appointed Interactive, holistic thinking and proactive planning Effective reporting	Prepared for effective responsibility Preparedness, accountability Preparedness, accountability Accountability	When necessary updating of the DMP and annual review Discipline heads appointed as and when necessary Ongoing liaison with PAWC and ODM to ensure synergy of DMPs and quick mobility if need be. Quarterly reports on disasters	QRs QRs QRs QRs	Municipal Manager, Community Services, Municipal Manager, Community Services, Municipal Manager, Community Services, Municipal Manager, Community Services,
	Social safety net	Humanitarian interventions needed in case of disaster / extreme human suffering, e.g. xenophobia	Successful interventions in times of disaster	Improvement of quality of life of persons affected	Care services as and when necessary	Quarterly reports	Corporate Services, Municipal Manager, Community Services

3. Local (including Rural) Economic Development

	Strategy & Plan	Existing LED strategy, policy and 5 year plan	Reviewed strategy and new and updated information included	Valid and realistic economic development strategising and planning	Strategy, policy and 5-year plan reviewed and report to Council including risk / liabilities / constraints eg electricity availability, not detailed in existing strategy	Review January 2011	ED&G, Municipal Manager
	Tourism - DMO	Destination Marketing Organisation established	Legal status of DMO to be in accordance with municipal legislation and requirements	Dedicated tourism development	Clarify and finalise legal status of DMO	August 2010	ED&G, Municipal Manager
	Economic Development Agency	A dedicated local economic development agency can fast track LED projects, access / utilise more grant funding – trend in local government	SLA entered into between Municipality and Agency Fully functioning Agency	Dedicated tourism development	SDA with Agency finalised Monitor implementation of SDA and provide support Quarterly performance reports	July 2010 Ongoing, QRs	ED&G, Municipal Manager ED&G, Municipal Manager
	Neighbourhood Development Rural Study	Substantial funding available for neighbourhood development	Submit proposals with plans	Sustainable environmental development and quality of living improved Rural economic development stimulated	Application for grant submitted Quarterly progress report Recommendations of rural study adopted Progressive implementation of recommendations	July 2010 September 2010 September onwards - QRs	ED&G, Municipal Manager ED, &G Municipal Manager ED&G, Municipal Manager

	Corporate Projects	Lack of definition of the functions of the Corporate Projects Unit resulting in vague KPIs which are not measurable	Functional areas, projects, activities, plans, programmes, etc of Corporate Services clearly defined with definite KPIs and quarterly targets	Focused corporate projects	Corporate Project units functionality to be revised as per review of organisational structure	July – 2010, ongoing, QRs	Municipal Manager, Community Services
4. Municipal Financial Viability and financial management							
	AFS	AFS is GAMAP / GRAP compliant	Completed financial statements – S71 & 72 compliant		Financial statements submitted including performance information to AG	31 August 2010	Chief Financial Officer, Municipal Manager, All General Managers
	Compliance Management – AG Report	AG Report 2009/2010	Action Plan to address AG Report 2009/10	Legal compliance	Action plan re AG Report Management co-ordination	December 2010 January 2011	Chief Financial Officer, Municipal Manager, All General Managers Chief Financial Officer, Municipal Manager, All General Managers
	Annual Report	Preparation of Annual Report for 2009/2010	Completed action plan	Legal compliance	Completion of Action Plan re Management Letter Report re Management Letter	February 2011 March 2011	Chief Financial Officer, Municipal Manager, All General Managers Chief Financial Officer, Municipal Manager, All General Managers
	Budget	Budget 2010/11 approved	On date completion of budgetary processes	Sound financial management	Internal budgetary processes Adoption of Adjustments Budget Tabling of Draft MTEF Budget by Council Adoption of Final MTEF Budget by Council	From August 2010, QR in December 2010 January 2011 March 2011 May 2011	Chief Financial Officer, Municipal Manager, All General Managers Chief Financial Officer, Municipal Manager Chief Financial Officer, Municipal Manager Chief Financial Officer, Municipal Manager
	SDBIP	SDBIP & PMS largely intergrated for 2010/11	Totally integrated SDBIP & PMS for 2010/2011	Energy and cost effective management processes and reporting systems	Progressive integration of PMS & SDBIP and compilation of necessary reports – quarterly, mid-year and annual	July 2010 – May 2011, Quarterly Reports	Corporate Services, Chief Financial Officer, All General Managers, Municipal Manager

		SDBIP for 2010/11 in place and approved	Overall co-ordination and management of SDBIP implementation		Monthly and quarterly co-ordination of SDBIP Drafting of the SDBIP for 2011/12 Finalisation and approval of the SDBIP for 2010/11	Ongoing QRs May 2011 July 2010	Municipal Manager Municipal Manager, Corporate Services, Chief Financial Officer, All General Managers Municipal Manager, Corporate Services, Chief Financial Officer, All General Managers
	Reporting	Prescribed reporting on a monthly, quarterly and half yearly basis in terms of s71 of MFMA	Monthly, quarterly and half yearly financial reports submitted as required	Legal compliance Financial Management information system	Monthly monitoring report to NT & PT Monthly report to EM, PFC, MC, Council in respect of budget performance	Monthly, QR Monthly, QR	Chief Financial Officer, Municipal Manager Chief Financial Officer, Municipal Manager
	Tariffs	Tariff structure to be market related	Affordable but market related tariff structure	Effective revenue management	Annual review of tariff structure	September 2010	Chief Financial Officer, Municipal Manager, All General Managers
	Expenditure Management	Management to obtain a satisfactory knowledge of MFMA	Management with adequate knowledge to act in compliance with MFMA	Improvement of financial management	Workshop for management in respect of MFMA	July 2010	Chief Financial Officer, Municipal Manager, All General Managers
		Overtime exceeding BCEA stipulations & negative AG comments thereon	Overtime within acceptable parameters		Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits in respect of acting allowances by Sept, 50% of said by Dec 2010, 75% of said by March 2010 and 100% compliance by June 2011	July 2010, ongoing, QRs	Chief Financial Officer, Municipal Manager, All General Managers

	Salaries	Salary budget and payment processes in place	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security	Draft salary budget Final salary budget	March 2011 May 2011	Chief Financial Officer, Municipal Manager, All General Managers Chief Financial Officer, Municipal Manager, All General Managers
	Contract Management	Sound management structures / processes	Collaborator operation module for contract management of a certain category of contracts	Legal compliance and quality control	Module operational Monitoring of functionality of module All contracts on the system	August 2010 July – August 2010 September 2010	Corporate Services, Chief Financial Officer, Municipal Manager Corporate Services, Chief Financial Officer, Municipal Manager Corporate Services, Chief Financial Officer, Municipal Manager
5. Good Governance, Public Participation Accountability and Transparency							
	Legal Prosecutions	Law enforcement will be more effective if the municipality can prosecute offenders	Approval obtained from the NPA and prosecutions being done	Effective and speedy law enforcement	Liaison with National Prosecuting Authority to obtain authority ito s22(8)(b) of the NPA Act, 32/1998 Authority obtained and operations pursued	Sep 2010 QR	Municipal Manager, Corporate Services
	Roles, Responsibilities & delegations	Non-compliance with Section 53 of the Systems Act	Completed Section 53 MSA Report Delegation system reviewed to ensure synergy	Legal, compliance, clarity of roles Legal compliance	Adoption of report on roles and responsibilities Delegation system reviewed Written delegations as per the revised register	November 2010 December 2010 December 2010	Municipal Manager Municipal Manager Municipal Manager
	Implementation of Council Resolutions	No delay in implementation of Council Resolutions	Council Resolutions implemented promptly	Optimal functioning of Council	Report to Council on the implementation of Council Resolutions	Ongoing, QRs	Municipal Manager
	Oversight Committee	Section 79 Oversight	Oversight of annual	Investor confidence	Oversight report on	March 2011	Municipal Manager

		Committee	budget established and completed		annual report adopted Oversight report on annual report tabled to Council	31 March 2011	Municipal Manager
	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation Audit plan to be continuously reviewed Audit resources currently insufficient Ethics and values are at the core of risk management Risk identification and evaluation an ongoing process Risk management to be continuously monitored and evaluated	Audit plan reviewed and communicated to AC and management Audit plan Audit resources appropriate, sufficient and effectively deployed A municipality with high regard for ethics and values New risks identified and evaluated Updated risk progress register	Risks determined and managed Resources to give effect to audit plan Effective risk management Continuously improved risk management and control	Risk assessment workshops with Directorates Risk assessment results and revised audit plan communicated to Directorates for implementation. Municipal Manager to take necessary actions as per submitted IAU reports / audits. Approved staff appointed Internal audit contractors appointed Daily communication and discussion sessions with staff from all directorates. Evaluation of incidents reported to or detected by IA Unit to establish risk exposure and conduct relevant audits. Monitoring and evaluation of risk system and keeping an updated risk progress register.	October 2010 December 2010 Ongoing, QR October 2010 October 2010 Ongoing, QRs Ongoing, QRs October 2010, Ongoing, QRs	All General Managers, Municipal Manager All General Managers, Municipal Manager Municipal Manager Municipal Manager Municipal Manager Municipal Manager Municipal Manager

		Measures to be in place for management of fraud and corruption	Advocate anti-corruption and fraud measure in targeted departments	Transparency, good administration	Meetings with departments to promote and assist with implementation of measures stated in Fraud Prevention Plan – one department per quarter	September 2010	Municipal Manager
		Functional Audit Committee in terms of Section 166 of MFMA	Internal audit and AC processes to ensure effectiveness of IAU and AC		Scheduling of AC meetings- at least one every second month and written minutes kept	September 2010	Municipal Manager, All General Managers
					Follow-up on issues raised by AC	Ongoing, QR	Municipal Manager
					Submission of relevant financial and administrative information to AC. Audit reports submitted to AC	Ongoing, QR	Municipal Manager
					Municipal Manager to take necessary actions as per submitted IAU reports/audits	Ongoing, QR	Municipal Manager
		Functional Performance Audit Committee in terms of Section 166 of MFMA section 45, Systems Act and GNR 796 of 2001	Internal audit and PAC processes to monitor appropriate performance management in terms of municipality		Scheduling of PAC meetings – at least two per annum and written minutes kept	QR	Municipal Manager
					Submission of relevant performance and other information to PAC	Ongoing, QR	Municipal Manager
					Draft the Performance Audit Committee Charter	Ongoing, QR	Municipal Manager
					Municipal Manager to take necessary actions	September 2010	Municipal Manager
						Ongoing, QR	Municipal Manager

		Management of risk dependant on adequate processes	Internal and Audit processes to ensure effectiveness of IAU and AC	Effective controls	as advised by PAC		
					Scheduling of AC meetings – at least one every second month and written minutes kept	Ongoing, QRs	Municipal Manager
					Follow up on issues raised by Audit Committee	Ongoing, QRs	Municipal Manager
					Submission of relevant financial and administrative information to AC	Ongoing, QRs	Municipal Manager
					Audit reports submitted to AC	Quarterly, QRs	Municipal Manager
					Municipal manager to take necessary actions as per submitted IAU reports/audits	Ongoing, QR	Municipal Manager
		Risk Management Framework	Implementation of Enterprise Risk Management (ERM)		Launch of ERM for O/S	September 2010	Municipal Manager
					Compilation of Risk Management Strategy. Policy & Implementation Plan. Roles and Responsibility of respective role players communicated. Risk committee to become functional	September 2010	Municipal Manager
	Intergovernmental relations	Implementation of the IGR Framework Act.	Full participation in the District IGR Forum	IGR Framework Act Implemented. Improved IGR	Ongoing intergovernmental participation	July 2010, Quarterly reports	Municipal Manager
		IGR Clusters to be used for inter-governmental unity and support	Attendance of District IGR Cluster meetings as applicable to each Directorate	Improved IGR	Full attendance of cluster meetings and feedback reports	September & December 2010, March & June 2011	All General Managers, Municipal manager

	Communication	Ongoing need for administrative support to Mayor and councillors	Effective admin support to Mayor and councillors	Building the image of the municipality	Language policy approved and implemented Responding to media reports within 7 days Draft policy on IGR	September 2010 Ongoing, QRs January 2011	Municipal manager, All General Managers Municipal manager, All General Managers Municipal manager, All General Managers
	Community Consultation & Participation	Existing policy & schedule for 10 established ward committees – the latter ties in with the PFC and Council meetings	Compliance with legally required community participation	Structured public participation, informed and participative community	Scheduling of monthly ward committee meetings in synergy with PFC and Council meetings, agendas for WC meetings 7 days prior to meetings with previous minutes, quarterly advertising of meetings ito section 21 of MSA	July 2010	Municipal manager, All General Managers
		Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 reps per ward	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues	Adhering to legislation in respect of public participation, section 21 and Chapter 4 of MSA	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes	Ongoing, QR	Municipal manager, All General Managers
		Ward Councillors, area General Managers and, where necessary other officials, full involvement with ward committees	Fully functioning and empowering ward committees Ward committee policy evaluated and refined	Improved communication with public, councillors' accountability to electorate, positive influence on attitude of officials Governance principles applied to WC	Visual presentations to WC meetings in respect of municipal services and other relevant matters Evaluation of ward committee policy	Ongoing, QR August 2010	Municipal manager, All General Managers Municipal manager, All General Managers
			Communities fully up to date with Council decisions and reasons thereof	Transparency, accountability	Regular feedback to WC meetings re decisions taken by Council	Ongoing, QR	Community Services, Municipal Manager

UMNGENI MUNICIPALITY :
DEPARTMENT :
FUNCTIONAL/SERVICE AREA :
RESPONSIBLE OFFICIAL :
LINKAGE TO THE IDP :

DEPARTMENTAL SCORECARD 2010/2011
OPERATIONS
GENERAL MANAGER : OPERATIONS
M. MYENI
Provision of democratic and accountable governance

1. Municipal Transformation and Institutional Development							
Key Performance Area	Goal	Strategic Objective	Output	Outcome	Key Performance Indicator / Target	Date	Responsible Official
1.1 Organisational Design	Staff Structure	Current organisational structure to be reviewed in order to establish functional and logical alignment	Re-aligned structure	Improved Service Delivery	Proposed amended structure	31 August 2010	GM: Operations
1.2 Administration	Administrative support	To ensure sustained administrative and secretarial support Monthly meetings – PFC – 1, Exco-1, Manco – 1, Council –1, LLF – 1, Training – 1 EE Meetings – as & when necessary, S62 – 4 per quarter	Administrative support to ensure well functioning of Council, Mayoral Committee, Portfolio Committees, LLF, Training Committee, etc.	Timely and accurate documentation	Agendas: Council and MC 3 days prior to meetings, PFC – 8 working days prior to meetings	Ongoing, QRs	GM: Operations
					Minutes of Council, MC, PFC, LLF, Training Committee, S62 Committee, EE committee within 72 hours distributed	Ongoing, QRs	GM: Operations
					Tasks from the MC and Council typed and distributed to all HODs for implementation purposes within 7 days from decisions being taken.	Ongoing, QRs	GM: Operations
					Reports re implementation of Council Resolutions presented to the Standing Committees on a quarterly basis	Ongoing, QRs	GM: Operations

	Administrative management	Attendance of Monthly meetings – PFC – 1, Manco – 1, Council – 1, LLF – 1, Training - 1	Preparation for and participation in the listed meetings		Ongoing preparation & attendance of meetings with governance and related structures	Ongoing, QRs	GM: Operations
1.3 Human Resources	Task Job Descriptions	Job descriptions 95% finalised – new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job.	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	September 2010, Quarterly Reports	GM: Operations
	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Corporate Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Effective and holistic approach to training	Monitoring of training needs being sufficiently addressed by directorates and suggestions re induction course content based on experience	September 2010	
	Customer Care	Responsive to residents queries, requests	Response to all citizen complaints / enquiries within acceptable period		Daily recording of enquiries / requests on EDMS, EIMS, oncoming mail within 24 hours to central registry and response to consumer / public enquiries / requests within 14 days	QRs	Media Liason Officer
1.4	Learnerships	Implementation of the NSF	Learnerships and learners identified	Broadening skills base	Learners identified and enrolled in course	QR	GM: Operations
1.5 Skills Development	Needs analysis	All directorates must identify the training needs of their staff and provide such to Corporate Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated training audits	Effective and holistic approach to training	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	October 2010	GM: Operations
1.6 Integrated	Governance	IDP reviewed on an	Reviewed IDP	Integrated	IDP Meetings	Quarterly reports	GM: Operations

Development Plan (IDP)		annual basis Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	IDP, PMS, Budget integration with focus on service delivery	management of IDP process Integrated processes enabling efficient, cost, energy effective administration	IDP, KPI's & Targets included in PMS & SDBIP	July 2010	GM: Operations
1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS institutionally or individually	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, Legal compliance	Performance agreements of Municipal Manager and General Managers completed in line with regulations and signed	July 2010	GM: Operations
		Community consultation	PMS devolved to middle management level		Municipal Scorecard adopted by Council	July 2010	GM: Operations
		Performance Regulations, 2006 to be implemented	Integration of PMS with SDBIP		Reviewed Policy documents adopted by Council	July 2010	GM: Operations
					Reporting on the Individual Scorecards	September and December 2010, March and June 2011	GM: Operations
					Quarterly performance evaluations	September and December 2010, March and June 2011	GM: Operations
					Institutional reporting processes followed	September and December 2010, March and June 2011	GM: Operations
			PMS further cemented and devolved to middle management level		Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of Municipal Manager, all General Managers, and next level of	Dec 2010	GM: Operations

			Performance appraisal process for financial year completed		management Annual performance appraisal process		
1.8 ICT	IT	Existing IT strategy	Updated IT strategy to manage the needs of the Municipality in synergy with available technology Effective IT risk management	Pro-active management of IT	Ongoing updating of IT Strategy	Quarterly reports	IT Manager
		Existing IT risk assessment, risk register, risk information system in place and risk mitigating measures identified some which are in process of implementation		Ensuring that the municipality take note of and can budget to reduce IT risks.	IT risk assessment, register and information system continuously updated	July – November 2010 Quarterly Reports	IT Manager
			Implementation of risk mitigating measures in sofar as funding and capacity allows	Risk reduction and protection of Municipal Information Systems	Stabilisation & upgrading of the IT network and IT service through implementation of risk mitigating actions	Ongoing, QRs	IT Manager
					Implementation of the IT Disaster Recovery Plan through implementation of the relevant risk mitigating actions and operation of all DRP servers. Daily control and monitoring	Ongoing, QRs	IT Manager
		Entrenchment of municipal rules of use for users of the municipal IT infrastructure. Existing IT PC Inventory	Controlled use of municipal IT infrastructure in terms of the Rules of use signed by all users. Updated IT PC inventory.	Securing and protection of municipal infrastructure		Ongoing, QRs	IT Manager
		Radio frequency network in process to	O/S RF Network with voice over IP	Control over municipal IT Infrastructure. Image and service delivery of the	Regular inspection and monitoring Phase one and two infrastructure	August 2010	IT Manager

		replace existing 512k diginet line network. Latest software installed.	implemented and functional	municipality.	completed	October 2010	IT Manager
		Implementation of IT Helpdesk	Secondary systems for IT Helpdesk implemented		ICASA approval obtained and RFN Operational Implementation of secondary systems securing establishment and full operation of IT Helpdesk	Ongoing, QRs	IT Manager
		IT Training facility established with secondary actions in process	IT Training Facility fully operative		Second phase of training facility in process – determination of user training requirements by HR and appointment of service provider by IT	Ongoing, QRs	IT Manager
					HR to include IT training & IT access requirements in induction courses	August 2010	IT Manager
		IT Steering Committees	Regular ITSC meetings	Common knowledge base and buy-in to IT objectives	Re-institutionalisation of ITSC meetings on a monthly basis	Quarterly reports	IT Manager
1.12 HIV / Aids	National key priority	Mainstreaming of HIV / Aids by all the directorates	Each directorate to indicate how the HIV & Aids is mainstreamed.	Knowledge base and implementation developed	Workshop on mainstreaming and further implementation thereof.	August 2010 QR's	GM: Operations
2. Service Delivery & Infrastructure Development							
2.1 Capital Projects	Various projects & programmes – attached as Annexure 1 to the Scorecard of each director including reference to grant / other funds	To have a large number of capital projects mostly in respect of community services and infrastructure and planning	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per	Maximum development in respect of infrastructure and services	25% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 Sep 2010	GM: Operations

	received, project planning, projected cash flow management, scheduled site meetings		quarter				
		Responsibility of Municipal Manager to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2011	Monthly and quarterly monitoring of targets as set	Effective management implementation performance monitoring	50% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	31 Dec 2010	GM: Operations
					75% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	31 March 2011	GM: Operations
					100% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 June 2011	GM: Operations
	Performance Ratings	Adequate performance of consultants and contractors, eg project management, infrastructure, construction and EIAs / RODs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted	<p>Performance rating criteria and schedule established</p> <p>All service providers rated and performance meetings held including expected standards and provisions regarding poor performance. Monitoring of</p>	<p>July 2010</p> <p>July 2010</p> <p>July 2010 ongoing,</p>	<p>GM: Operations</p> <p>GM: Operations</p> <p>GM: Operations</p>

					performance of service providers and steps taken as dictated by performance	QRs	
4. Municipal Financial Viability and Financial Management							
	AFS	AFS is GAMAP / GRAP compliant	Completed financial statements – S71 & 72 compliant		Financial statements submitted including performance information to AG	31 August 2010	GM: Operations
	Compliance Management – AG Report	AG Report 2009/2010	Action Plan to address AG Report 2009/10	Legal compliance	Action plan re AG Report	December 2010	GM: Operations
					Management co-ordination	January 2011	GM: Operations
	Annual Report	Preparation of Annual Report for 2009/2010	Completed action plan	Legal compliance	Completion of Action Plan re Management Letter	February 2011	GM: Operations
					Report re Management Letter	March 2011	GM: Operations
	Budget	Budget 2010/11 approved	On date completion of budgetary processes	Sound financial management	Internal budgetary processes	From August 2010, QR in December 2010	GM: Operations
					Adoption of Adjustments Budget	January 2011	GM: Operations
					Tabling of Draft MTEF Budget by Council	March 2011	GM: Operations
					Adoption of Final MTEF Budget by Council	May 2011	GM: Operations
	SDBIP	SDBIP & PMS largely intergrated for 2010/11	Totally integrated SDBIP & PMS for 2010/2011	Energy and cost effective management processes and reporting systems	Progressive integration of PMS & SDBIP and compilation of necessary reports – quarterly, mid-year and	July 2010 – May 2011, Quarterly Reports	GM: Operations

		SDBIP for 2010/11 in place and approved	Overall co-ordination and management of SDBIP implementation		annual Monthly and quarterly co-ordination of SDBIP Drafting of the SDBIP for 2011/12 Finalisation and approval of the SDBIP for 2010/11	Ongoing QRs May 2011 July 2010	GM: Operations GM: Operations GM: Operations
	Reporting	Prescribed reporting on a monthly, quarterly and half yearly basis in terms of s71 of MFMA	Monthly, quarterly and half yearly financial reports submitted as required	Legal compliance Financial Management information system	Monthly monitoring report to NT & PT Monthly report to EM, PFC, MC, Council in respect of budget performance	Monthly, QR Monthly, QR	GM: Operations GM: Operations
	Tariffs	Tariff structure to be market related	Affordable but market related tariff structure	Effective revenue management	Annual review of tariff structure	September 2010	GM: Operations
	Expenditure Management	Management to obtain a satisfactory knowledge of MFMA	Management with adequate knowledge to act in compliance with MFMA	Improvement of financial management	Workshop for management in respect of MFMA	July 2010	GM: Operations
		Overtime exceeding BCEA stipulations & negative AG comments thereon	Overtime within acceptable parameters		Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits in respect of acting allowances by Sept, 50% of said by Dec 2010, 75% of said by March 2010 and 100% compliance by June 2011	July 2010, ongoing, QRs	GM: Operations
	Salaries	Salary budget and payment processes in place	Salary budget in line with legal prescriptions and laid down	Personnel security	Draft salary budget	March 2011	GM: Operations

			timeframes		Final salary budget	May 2011	GM: Operations
5. Good Governance, Public Participation Accountability and Transparency							
	Communication	Various external communication services in place and to be maintained	Effective management of external communication services	Improved image of municipality and service delivery	Monthly O/S Bulletin	Ongoing, QRs	Manager, Communications
					Bi-annual update of website	July 2010 & January 2011, QRs	Manager, Communications
					Municipal showcase Council Imbizo Written report to Council and DPLG on results achieved through the Imbizo	October 2010, QRs April 2011 Two weeks after Imbizo and Quarterly Reports	Manager, Communications
					Quarterly Media Liaison Report	July 2010, October 2010, January 2011, April 2011, QRs	Manager, Communications
					Special projects i.e. Kaleidoscope profile		
					Information Board Management	Monthly ongoing, QRs	Manager, Communications
		Council branding, corporate advertising and sponsorships ongoing	Effective management of council's branding, corporate advertising and sponsorship programme	Improved image of municipality and its involvement	Annual Corporate Identity manual update	July 2010	Manager, Communications
					Ongoing implementation of 2009/2010 advertising plan	Ongoing, QRs	Manager, communications
					Ongoing implementation of 2009/2010 sponsorship programme	Ongoing, QRs	Manager, Communications
		Council has special projects implemented on an annual basis	Effective management of Council's special projects	Recognition of community achievers	Plan for Mayor's achievers' recognition	October 2010	Manager, Communications

		Internal communication processes essential	Effective management of internal communication processes	Building internal relations and improving identification of employees with municipality.	Junior Council inauguration Junior Council Orientation Tour Mayor's Environmental Award Internal newsletter	July 2010 September 2010 July 2010 Ongoing, QRs	Manager, Communications Manager, Communications Manager, Communications
		Public opinion is important to the municipality	Effective monitoring of public opinion and news coverage	Improved municipal image	Internal communications team meetings. Website, Bulletin boards Daily monitoring of news media Surveys when necessary	August & November 2010, February 2011, QRs Ongoing, QRs Ongoing, QRs	Manager, Communications Manager, Communications Manager, communications
		Relationship building is important in the execution of provincial and national programmes. Ongoing need for administrative support to EM and fulltime councillors	Effective admin support to EM and full time councillors		Language policy approved and implemented Responding to media reports within 7 days Draft / final policy on IGR	October 2010 Ongoing, QRs November 2010, January 2011	Manager, Communications Manager, Communications
	CDW's	CDW's not directly part of municipal structure but falls under the Premier's office	Administering of CDW affairs in liaison with regional co-ordinator	Support of CDW's	Ongoing liaison with regional co-ordinator of CDW's	Ongoing, QRs	Community Development Officer
	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation Audit plan to be continuously reviewed	Audit plan reviewed and communicated to AC and management Audit plan	Risks determined and managed	Risk assessment workshops with Directorates Risk assessment results and revised audit plan communicated to Directorates for implementation.	October 2010 December 2010	GM: Operations GM: Operations

					Fraud Prevention Plan – one department per quarter	Ongoing, QR	GM: Operations
	Intergovernmental relations	IIGR Clusters to be used for inter-governmental unity and support	Attendance of District IGR Cluster meetings as applicable to each Directorate	Improved IGR	Full attendance of cluster meetings and feedback reports	September & December 2010, March & June 2011	GM: Operations
	Community Consultation & Participation	Existing policy & schedule for 10 established ward committees – the latter ties in with the PFC and Council meetings	Compliance with legally required community participation	Structured public participation, informed and participative community	Scheduling of monthly ward committee meetings in synergy with PFC and Council meetings, agendas for WC meetings 7 days prior to meetings with previous minutes, quarterly advertising of meetings in section 21 of MSA	July 2010	GM: Operations
		Well functioning O/S Municipal Advisory Forum (OMAF) for	O/S community participation maintaining the best	Adhering to legislation in respect of public participation, section 21	Agendas for bi-annual OMAF meetings 14 days prior to meetings,	Ongoing, QR	GM: Operations

		strategic matters (also refer to IDP) with 4 reps per ward	practice status and effective consultation on IDP, budget and other strategic issues	and Chapter 4 of MSA	with previous minutes		
		Ward Councillors, area General Managers and, where necessary other officials, full involvement with ward committees	Fully functioning and empowering ward committees	Improved communication with public, councillors' accountability to electorate, positive influence on attitude of officials	Visual presentations to WC meetings in respect of municipal services and other relevant matters	Ongoing, QR	GM: Operations
			Ward committee policy evaluated and refined	Governance principles applied to WC	Evaluation of ward committee policy	August 2010	GM: Operations

UMNGENI MUNICIPALITY :
DEPARTMENT :
FUNCTIONAL/SERVICE AREA :
RESPONSIBLE OFFICIAL :
DEFINITION OF FUNCTION:
LINKAGE TO THE IDP :

DEPARTMENTAL SCORECARD 2010/2011
COMMUNITY SERVICES
GENERAL MANAGER: COMMUNITY SERVICES
W. LUTHULI
Provision of democratic and accountable governance
Provision and maintenance of a safe and healthy environment
Management and conservation of the natural environment
Provision and maintenance of municipal services

1. Municipal Transformation and Institutional Development								
Key Performance Area	Goal	IDP Indicator No.	Strategic Objective	Output	Outcome	Key Performance Indicator / Target	Date	Responsible Official
1.1 Organisational Design	Staff Structure	IDP 008/2011	Current organizational structure to be reviewed in order to establish functional and logical alignment	Re-aligned structure	Improved Service Delivery	Proposed amended structure	31 August 2010	GM: Community Services
1.2 Administration	Administrative Management	IDP 008/2011	Attendance of monthly meetings: Portfolio-1, Exco-1, LLF – 1, Council-1, Training – 1, MANCO-1	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Ongoing preparation and attendance of meetings with governance and related structures.	Ongoing, quarterly reports	GM: Community Services
	Record Management		Collaborator programme / module in place, helpdesk & control room memo's generated linked into the system	Daily recording of incoming mail / requests on EDMS & EMIS	Cost-effective, time effective sound administrative practices	Incoming mail at decentralized offices delivered to centralized registry office within 24 hours	Ongoing, quarterly reports	GM: Comm. Services
				Effective monitoring of land line telephone accounts on a monthly basis		Ongoing monitoring by centralized and decentralized management	Ongoing & QRs	GM: Comm. Services
	Control Room	IDP 124/2011	In place is an emergency control	Effective emergency control service	Community safety & service delivery a	Daily capturing of all attainable requests/	Monthly & QRs	GM: Community Services

			room service record wrt disaster, a/h disruptions of service delivery		high priority	complaints from public and other registers 100% effective communication with disaster management and standby personnel		
1.3 Human Resources	TASK job descriptions		Job descriptions 95% finalised – new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	Liaise and work with All General Managers to finalise and submit outstanding job descriptions to the JE committee. Follow up with the SALGBC and the JE Committee to have these job descriptions approved.	September 2010, QR March 2011, QRs	GM: Community Services GM: Community Services
	Personnel Administration		Decentralised offices responsible for application of BCE in respect of own personnel	Daily management of leave, sick leave, training schedules, attendance at the decentralized offices	Good administration	Ongoing, information to central office for database capturing within 24 hours	QR	GM: Community Services, Deputy GM: Community Services
1.4	Learnerships	IDP 007/2011	Implementation of the NSF	Learnerships and learners	Broadening skills base	Learners identified and enrolled in course	QR	GM: Community Services
1.5 Skills Development	Needs Analysis	IDP 007/2011	All directorates must identify the training needs of their staff and provide such to management. Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of the courses initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Effective and holistic approach to training	Inputs as required	September 2010	GM: Community Services, Deputy GM: Community Services

1.6 Integrated Development Plan (IDP)	Governance	IDP 019/2011 IDP 022/2011	IDP reviewed on an annual basis Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	Reviewed IDP IDP, PMS, Budget integration with focus on service delivery	Integrated management of IDP process Integrated processes enabling efficient, cost, energy effective administration	OMAF Meetings IDP, KPI's & Targets included in PMS & SDBIP	Quarterly reports July 2010	GM: Comm. Services GM: Comm. Services
1.7 Performance Management System - PMS	Governance Programme	IDP 028/2011 IDP 029/2011 IDP 090/2011	Institutionalisation of PMS to be done institutionally or individually	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006 PMS further cemented and devolved to middle management level Performance appraisal process for financial year completed	Improved service delivery, Legal compliance	Reporting on the Individual Scorecards Quarterly performance evaluations Institutional reporting processes followed Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of Municipal Manager, all General Managers, and next level of management Annual performance appraisal process	September & December 2010, March & June 2011 September & December 2010, March & June 2011 September & December 2010, March & June 2010 July 2010 July 2010	GM: Comm. Services GM: Comm. Services GM: Comm. Services GM: Community Services GM: Comm. Services
1.8 ICT	IT	IDP 037/2011	IT Steering Committee	Regular ITSC meetings	Common knowledge base and buy-in to IT objectives Legal compliance	Re-institutionalization of ITSC meetings on a monthly basis	July 2010	GM: Comm. Services

	OHSA Audit & Plan		Updated H&S audit of municipal facilities, offices, etc. and recorded H&S Plan compliant with legal requirements	Legally compliant H&S Audit and Plan completed		H&S Audit of all municipal buildings, facilities, PPE of staff completed by an inspection authority as per OHSA and in synergy with existing risk profiles	July – November 2010 Quarterly Report	GM: Comm. Services
1.9 Municipal Buildings	Maintenance		Ongoing maintenance of municipal buildings	Effective maintenance to keep municipal buildings in a good condition	Municipal image, health and safety liability reduced, preservation of council assets	Ongoing maintenance and renovations as budgeted for the financial year	Ongoing, QRs	GM: Community Services
						Contractors appointed	Ongoing, QRs	GM: Comm. Services
1.10 HIV / AIDS	National key priority	IDP 123/2011	Mainstreaming of HIV / Aids by all the directorates	Each directorate to indicate how the HIV & Aids is mainstreamed.	Knowledge base and implementation developed	Workshop on mainstreaming and further implementation thereof.	August 2010 QR's	GM: Comm. Services
	HIV/AIDS Day		Observation of HIV & AIDS Day	Effective involvement of all stakeholders and public support by municipality	Improved HIV/AIDS days observation with visible impact for the communities	To conduct a municipal display of support for World AIDS Day	December 2010	GM: Comm. Services
	HIV/AIDS Plan		Existing HIV/AIDS Plan	Fully implemented HIV/AIDS Plan	Prepared for effective responsibility	When necessary, annual reviews	QRs	GM: Comm. Services
2. Service Delivery & Infrastructure Development								
2.1 Housing	Informal Settlements	IDP 136/2011	Illegal squatting to be managed through daily monitoring and community consultation	Effective management of informal settlements in line with PIE legislation	Law enforcement, Pro-active and reactive basis	Monitoring and contract management of the service provider managing the informal settlements	Monthly, QRs	GM: Comm. Services
	Housing plan		Housing sector plan to form part of the IDP, inclusive of all needs and financial	Housing plan as part of the reviewed IDP incl. reference to innovative thinking	Legal compliance	Secure assistance from DLGH (Dependent on DPLG)	August 2010	GM: Comm. Services

			projections	around cost and environmentally friendly alternatives		Housing sector plan as part of final draft IDP	Annually	GM: Comm. Services
						Housing sector plan as part of approved IDP and linked to budget	March 2011	GM: Comm. Services
						Housing KPIs & targets incl in PMS & SDBIP	July 2010	GM: Comm. Services
	New Housing developments		Administration, public participation and liaison processes in respect of new developments	Successful handling of new projects in respect of all legal processes from application to completion	Social upliftment and improved quality of life	Annual submission of project applications to provincial department	QRs	GM: Comm. Services
						Social compact per project within 30 days of request, monthly meetings incl. agendas and minutes until completion.	QRs	GM: Comm. Services
	Applications		Handle administration of applications and verification of applications	Effective administration of applications and operational verification processes		Daily recording of applications on electronic database	QRs	GM: Comm. Services
	Further developments		Upon request from nat./ prov. govt, assistance with initiatives to stimulate further development	Effective participation in and / or completion of campaigns, surveys, etc.	Working towards LED	Handling of campaigns, surveys, programmes, compilation of business plans as requested and within affordable limits or	QRs	GM: Comm. Services

						funding provided.		
	Rental Stock		The deadline for transfer of stock must be extended given the problems experienced.	Effective management of rental stock and transfer process	H Home ownership for tenants	Systematic transfer of ownership to be completed Wrapping up of transfer processes	December 2010 March 2011	GM: Community Services GM: Community Services
	Customer Care		Responsive to resident' queries, requests	Response to all citizen complaints / enquiries within acceptable period	Effective service delivery	Daily recording of enquiries / requests on HDDB	QRs	GM: Community Services
	Training		Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective service at housing offices	Empowerment of staff, effective administration	Related skills needs and courses identified and included in WPSP	September 2010	GM: Community Services
2.2 Protection Services: Law Enforcement and traffic	Database	IDP 133/2011	Recordkeeping in place	Effective management of traffic and law enforcement, eg. Thorough knowledge of trends	Timeous response	Daily recording of incoming traffic and law enforcement related incidents / requests on EDMS, EMIS and reports	Monthly, QRs	GM: Comm. Services
	Awareness		Schools programme followed annually	Maximise no of school visits	Improve youth awareness of traffic safety	Visit at least 8 schools per annum – 2 per quarter	Monthly, QRs	GM: Comm. Services
			National key priority	Full participation in NAAP	Involvement in national key priority	Participate in annual National Arrive Alive Programme	Monthly, QRs	GM: Community Services
	Revenue- court processing / admin		Current level of payment set at above 30%	Increased level of payments for fines and licenses	Revenue collection	Maintain payments of fines and licenses above 50%	Monthly, QRs	GM: Community Services
	Licensing and			Effective learners'	Quick service	Daily processing –	Monthly	GM: Community

	Roadworthy processes			classes	delivery	ongoing		Services
				Effective management of licensing and registration of vehicles.	Legal compliance into Natis and DOT requirements	Daily process – ongoing	Monthly, QRs	GM: Community Services
					Legal compliance	Daily process - ongoing	Monthly, Qrs	GM: Community Services
				Strict application of learner's licence testing	Legal compliance with DOT requirements and HSRC manuals	Daily process – ongoing	Monthly, QRs	GM: Community Services
				Strict enforcement of applicable legislation and by-laws	Legal compliance and law enforcement	Respond to at least 90% of queries complaints / requests in 14 days	Monthly, QRs	GM: Community Services
	Law enforcement		Responses within the limit set			Involvement in other relevant stakeholder meetings, eg SAPS forums	QRs	GM: Community Services
				Fines approved by magistrate	Legal compliance and law enforcement	By law court hearings fortnightly on a Thursday	QRs	GM: Comm. Services
			Introduce new fine book produced by province					GM: Comm.
	Records		Collaborator modules in place and working well	Full compliance with record management system requirements	Effective administration	Daily compliance to registry requirements and response on own queries within 14 days	Monthly, QRs	GM: Comm. Services
	Equipment		Equipment well maintained	Maintenance of equipment	Reduce possible disputes and protect validity of actions.	Bi-annual testing, calibration of equipment.	September, February, QRs	GM: Comm. Services
			Training for protection services	Appropriately trained staff	Knowledge base of staff expanded and	Related skills needs and courses	September 2010	GM: Comm. Services

			staff is essential		multi-skilling pursued	identified and included in WPSP		
2.3 Disaster Management	DMP	IDP 019/2011	Existing Disaster Management Plan	Fully updated DMP	Prepared for effective responsibility	When necessary updating of the DMP and annual review	QRs	GM: Comm. Services
			High level of preparedness essential and quick mobilization	Discipline heads with command directives appointed	Preparedness, accountability	Discipline heads appointed as and when necessary	QRs	GM: Comm. Services
			Knowledge base of legislation and codes necessary	Interactive, holistic thinking and proactive planning	Preparedness, accountability	Ongoing liaison with PAWC and ODM to ensure synergy of DMPs and quick mobility if need be	QRs	GM: Comm. Services
				Effective reporting	accountability	Quarterly reports on disasters	QRs	GM: Comm. Services
	Social safety net		Humanitarian interventions needed in case of disaster	Successful interventions in times of disaster	Improvement of quality of life of persons affected	Care services as and when necessary	Quarterly reports	GM: Community Services
2.4 Libraries		IDP 131/2011	Improve literacy	Effective management of the libraries and reliable service delivery	Literacy & empowerment of communities	Trained personnel	Ongoing, QRs	GM: Community Services
				Daily services to communities and schools		Electronic and manual updating of database –book circulation and membership	QRs	GM: Comm. Services
						Annual stock taking in co-operation with province and report to Council	December 2010	GM: Comm. Services
				Effective outreach programmes		Literacy campaigns during library week and once per quarter in local school	QRs	GM: Comm. Services
2.5 Community Facilities		IDP 126/2011	Administration of sports facilities	Effective management of bookings, usage of	Reliable, controlled utilization of sports	Bookings for facilities handled by	July 2010, ongoing QRs	GM: Comm. Services

				sports facilities	facilities	administration personnel Strict application of deposit deadline and repayment thereof at latest by May 2010 after usage of hall	July 2010, ongoing, QRs	GM: Comm. Services
2.6 Customer Care			Customer care services	Community satisfying, via helpdesks		Immediate response	Ongoing, QRs	GM: Community Services
4. Municipal Financial Viability and financial management								
	Compliance Management – AG Report	IDP 090/2011 IDP 107/2011	AG Report 2009/2010	Action Plan to address AG Report 2007/2009	Legal compliance	Action plan re AG report Management co-ordination	December 2010 January 2011	GM: Comm. Services GM: Comm. Services
	Annual Report	IDP 090/2011 IDP 107/2011	Preparation of Annual Report for 2010/11	Completed action plan	Legal compliance	Completion of Action Plan re Management Letter Report re-Management Letter	February 2011 March 2011	GM: Comm. Services GM: Comm. Services
	Budget	IDP 111/2011 IDP 022/2011	Budget 2010/11 approved	On date completion of budgetary processes	Sound financial management	Internal budgetary processes	From August 2010, QR in December 2010	GM: Comm. Services
	SDBIP	IDP 111/2011	SDBIP & PMS largely integrated for 2010/11	Totally integrated SDBIP & PMS for 2009/2010 SDBIP for 2010/11 in place and approved	Energy and cost effective management processes and reporting systems	Progressive integration of PMS & SDBIP and compilation of necessary reports – quarterly, mid-year and annual Drafting of the SDBIP for 2011/12 Finalisation and approval of the SDBIP for 2010/11	July 2010 – May 2011, Quarterly Reports May 2011 July 2010	GM: Comm. Services GM: Comm. Services GM: Community Services

						Refining the integration of SDBIP & PMS for 2010/11	July 2010	GM: Comm. Services
	Tariffs	IDP 098/2011	Tariff structure to be market related	Affordable but market related tariff structure	Effective revenue management	Annual review of tariff structure	September 2010	GM: Comm. Services
	Expenditure Management	IDP 090/2011 IDP 115/2011	Overtime exceeding BCEA stipulations & negative AG comments thereon	Overtime within acceptable parameters		Acting on monthly report with progressive compliance with BCEA and budget, 25% more within budget limits in respect of acting allowances by Sept, 50% of said by Dec 2010, 75% of said by March 2010 and 100% compliance by June 2011	July 2010, ongoing, QRs	GM: Comm. Services
	Salaries	IDP 109/2011	Salary budget and payment processes in place	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security	Draft salary budget. Final salary budget	March 2011 May 2011	GM: Comm. Services GM: Comm. Services
	5. Good Governance, Public Participation Accountability and Transparency							
	Policies	IDP 088/2011 IDP 089/2011 IDP 090/2011	Inadequate or lack of policies – some in draft form, other approved but not implemented, others still to be developed eg health and safety policy, training and development policy, etc	All policies developed, approved and implemented	Legal compliance, sound administration	Once approved, directors to report on how policies relevant to their directorates are implemented	Ongoing, quarterly reports	GM: Comm. Services

	By-laws	IDP 088/2011 IDP 089/2011 IDP 090/2011	Number of outstanding by-laws	Implementation of gazetted by-laws	Regulation of municipal services	Once promulgated, directors to report on how by-laws relevant to their directorates are enforced	Ongoing, Quarterly reports	GM: Comm. Services
	Community Consultation & Participation		Existing policy & schedule for 10 established ward committees – the latter ties in with the PFC and Council meetings	Compliance with legally required community participation	Structured public participation, informed and participative community	Scheduling of monthly ward committee meetings in synergy with PFC and Council meetings, agendas for WC meetings 7 days prior to meetings with previous minutes, quarterly advertising of meetings ito section 21 of MSA	July 2010	GM: Comm. Services
	CDWs		CDWs not directly part of municipal structures but fall under the Premier's Office	Administering of CDWs affairs in liaison with regional co-ordinator	Support of CDWs	Ongoing liaison with regional co-ordinator of CDWs	Ongoing, QRs	GM: Comm. Services

UMNGENI MUNICIPALITY : DEPARTMENTAL SCORECARD 2010/2011
 DEPARTMENT : PLANNING & DEVELOPMENT
 FUNCTIONAL/SERVICE AREA : GENERAL MANAGER : PLANNING & DEVELOPMENT
 RESPONSIBLE OFFICIAL : S.G. SIMPSON
 DEFINITION OF FUNCTION : Co-ordination of the annual IDP process and reporting requirements to Council
 LINKAGE TO THE IDP : Provision of democratic and accountable governance

1. Municipal Transformation and Institutional Development								
Key Performance Area	Goal	IDP Indicator No.	Strategic Objective	Output	Outcome	Key Performance Indicator / Target	Date	Responsible Official
1.1 Organisational Design	Staff Structure	IDP 001\2011	Current organisational structure to be reviewed in order to establish functional and logical alignment	Re-aligned structure	Improved Service Delivery	Proposed amended structure	31 August 2010	GM: P&D
1.2 Administration	Administrative Management	IDP 008\2011	Attendance of monthly meetings: Portfolio-1, Exco-1, Council-1, MANCO-1	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Ongoing preparation and attendance of meetings with governance and related structures.	Ongoing, quarterly reports	GM: P&D
1.3 Human Resources	Task Job Descriptions	IDP 008\2011	Job descriptions 95% finalised – new appointees outstanding.	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee.	September 2010	GM: P&D
		IDP 055\2011	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery		Related skills needs and courses identified and included in WPSP.	September 2010	GM: P&D
	Training					Related skills needs and courses identified and included in WPSP	September 2010	GM: P&D
	Customer Care		Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Effective service delivery	Daily recording of enquiries / requests	Quarterly Reports	GM: P&D

	Needs		<p>Responsive to residents' queries, requests</p> <p>All directorates must identify the training needs of their staff and provide such to Corporate Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation</p>	<p>Response to all citizen complaints / enquiries within acceptable period</p> <p>Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP</p>	<p>Effective service delivery</p> <p>Effective and holistic approach to training</p>	<p>on EDMS/EIMS, incoming mail within 24 hours to central registry& response to consumer / public enquiries / requests within 14 days</p> <p>Monitoring of training needs being sufficiently addressed by directorates and suggestions re induction course content based on experience</p>	September 2010	GM: P&D
1.4 Employment Equity	Gender	IDP 146\2011	Existing gender committee	Gender equity in respect of all programmes promoted	Empowerment of women	Where applicable, ensuring gender equity in respect of all municipal programmes, activities	Quarterly Reports	GM: P&D
	Learnerships	IDP 007\2011	Implementation of the NSF	Learnerships and learners identified	Broadening of skills base	Learners identified and enrolled in course	Quarterly Reports	GM: P&D
1.5 Skills Development	Needs Analysis	IDP 004\2011	All directorates must identify the training needs of their staff and provide such to Corporate Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of	Updated training audits	Effective and holistic approach to training	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP.	October 2009	GM: P&D
	Customer Care			Response to all citizen	Effective service	Daily recording of enquiries / requests	Quarterly Reports	GM: P&D

			courses' initiation Responsive to residents' queries, requests	complaints / enquiries within acceptable period	delivery	on EDMS / EIMS, incoming mail within 24 hours to central registry and response to consumer / public enquiries / requests within 14 days		
1.6 Integrated Development Plan (IDP)	Governance	IDP 019\2011	Reviewed IDP on annual basis	Reviewed IDP	Integrated management of IDP Process	Approved IDP / Budget Process plan	August 2010	Deputy GM: P&D
		IDP 022\2011	Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	IDP, PMS, Budget integration with focus on service delivery	Integrated processes enabling efficient, cost, energy effective administration	OMAF Meetings	Quarterly Reports	Deputy GM: P&D
						Ward Committee meetings	Quarterly Reports	Deputy GM: P&D
						Meetings with national and provincial sectoral departments	Quarterly Reports	Deputy GM: P&D
						Meetings with ODM, IDP Representative Forum	Quarterly Reports	Deputy GM: P&D
						Aligned to the Budget Planning	September 2010 onwards, QR	Deputy GM: P&D
						Final Draft IDP	March 2011	Deputy GM: P&D
						Approved IDP	May 2011	Deputy GM: P&D
						IDP, KPI's & Targets included in PMS & SDBIP	June 2010	Deputy GM: P&D
1.7 Performance Management System - PMS	Governance Programme	IDP 028\2011 IDP 029\2011	Institutionalisation of PMS not done - institutionally or individually	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, legal compliance	Performance agreements of Municipal Manager and General Managers completed in line with regulations and signed	July 2010	GM: P&D
		IDP 090\2011	Community consultation	PMS devolved to middle management		Municipal Scorecard adopted by Council	July 2010	GM: P&D
			Performance			Reviewed policy	July 2010	GM: P&D

			<p>Regulations, 2006 to be implemented</p> <p>PMS to be cascaded to other staff levels</p>	<p>level</p> <p>Integration of PMS with SDBIP</p> <p>Community consultation completed</p> <p>Performance audit committee in place</p> <p>PMS further cemented and devolved to middle management level</p> <p>Performance appraisal process for financial year completed</p>		<p>documents adopted by Council</p> <p>Community consultation completed</p> <p>Municipal scorecard and performance agreements submitted to the Performance Audit Committee</p> <p>Reporting on the Individual scorecards</p> <p>Quarterly performance evaluations</p> <p>Institutional reporting processes followed</p> <p>Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of Municipal Manager, all General Managers, and next level of management</p> <p>Annual performance appraisal process</p>	<p>August 2010</p> <p>August 2010</p> <p>September & December 2010, March & June 2011</p> <p>September & December 2010, March & June 2011</p> <p>September & December 2010, March & June 2011</p> <p>July 2010</p> <p>July 2010</p>	<p>GM: P&D</p> <p>GM: P&D</p> <p>GM: P&D</p> <p>GM: P&D</p> <p>GM: P&D</p> <p>GM: P&D</p>
1.8 ICT	IT	IDP 037/2011	IT Steering Committees	Regular ITSC meetings	Common knowledge base	Re-institutionalisation of ITSC meetings on	July 2010	GM: P&D

	OHSA Audit & Plan		Updated H&S audit of municipal facilities, offices, etc and recorded H&S Plan compliant with legal requirements	Legally compliant H&S Audit and Plan completed	and buy-in to IT objectives Legal compliance	a monthly basis H&S Audit of all municipal buildings, facilities, PPE of staff completed by an inspection authority as per OHSA and in synergy with existing risk profiles	July – November 2010 Quarterly Report	GM: P&D
1.12 HIV / Aids	National key priority	IDP 123\2011	Mainstreaming of HIV / Aids by all the directorates	Each directorate to indicate how the HIV & Aids is mainstreamed.	Knowledge base and implementation developed	Workshop on mainstreaming and further implementation thereof.	August 2010 QR's	GM: P&D
2. Service Delivery & Infrastructure Development								
2.1 Capital Projects	Various projects & programmes – attached as Annexure 1 to the Scorecard of each director including reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	IDP 063\2011 IDP 115\2011	To have a large number of capital projects mostly in respect of community services and infrastructure and planning	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	Maximum development in respect of infrastructure and services	25% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 Sep 2010	GM: P&D
		IDP 115\2011	Responsibility of Municipal Manager to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2011	Monthly and quarterly monitoring of targets as set	Effective management implementation performance monitoring	50% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	31 Dec 2010	GM: P&D

		IDP 115\2011				75% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	31 March 2011	GM: P&D
		IDP 115\2011				100% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 June 2011	GM: P&D
	Performance Ratings	IDP 063\2011	Adequate performance of consultants and contractors, eg project management, infrastructure, construction and EIAs / RODs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted	<p>Performance rating criteria and schedule established</p> <p>All service providers rated and performance meetings held including expected standards and provisions regarding poor performance. Monitoring of performance of service providers and steps taken as dictated by performance</p>	<p>July 2010</p> <p>July 2010</p> <p>July 2010 ongoing, QRs</p>	<p>GM: P&D</p> <p>GM: P&D</p> <p>GM: P&D</p>
2.14 Disaster Management	Social safety net	IDP 021\2011	Humanitarian interventions needed in case of disaster / extreme human suffering, e.g. xenophobia. Quarterly provincial questionnaire – municipal snapshot in Vuna format	<p>Successful interventions in times of disaster</p> <p>Full participation in Provincial Municipal snapshot</p>	Improvement of quality of life of persons affected	<p>Care services as and when necessary</p> <p>Provincial questionnaires to be completed within prescribed time frame</p>	<p>Quarterly reports</p> <p>October 2010, January 2011, April 2011, June 2011, QRs</p>	<p>GM: P&D</p> <p>GM: P&D</p>

4. Municipal Financial Viability and financial management

	AFS	IDP 090\2011 IDP 113\2011	AFS is GAMAP / GRAP compliant	Completed financial statements – S71 & 72 compliant		Financial statements submitted including performance information to AG	31 August 2010	GM: P&D
	Compliance Management – AG Report	IDP 090\2011 IDP 107\2011	AG Report 2009/2010	Action Plan to address AG Report 2009/10	Legal compliance	Action plan re AG Report Management co-ordination	December 2010 January 2011	GM: P&D GM: P&D
	Annual Report	IDP 090\2011 IDP 111\2011	Preparation of Annual Report for 2009/2010	Completed action plan	Legal compliance	Completion of Action Plan re Management Letter Report re Management Letter	February 2011 March 2011	GM: P&D GM: P&D
	Budget	IDP 111\2011	Budget 2010/11 approved	On date completion of budgetary processes	Sound financial management	Internal budgetary processes Adoption of Adjustments Budget Tabling of Draft MTEF Budget by Council Adoption of Final MTEF Budget by Council	From August 2010, QR in December 2010 January 2011 March 2011 May 2011	GM: P&D GM: P&D GM: P&D GM: P&D
	SDBIP	IDP 111\2011	SDBIP & PMS largely intergrated for 2010/11 SDBIP for 2010/11 in place and approved	Totally integrated SDBIP & PMS for 2010/2011 Overall co-ordination and management of SDBIP implementation	Energy and cost effective management processes and reporting systems	Progressive integration of PMS & SDBIP and compilation of necessary reports – quarterly, mid-year and annual Monthly and quarterly co-ordination of SDBIP Drafting of the SDBIP for 2011/12 Finalisation and approval of the SDBIP	July 2010 – May 2011, Quarterly Reports Ongoing QRs May 2011 July 2010	GM: P&D GM: P&D GM: P&D GM: P&D

						for 2010/11		
	Reporting	IDP 090\2011 IDP 111\2011 IDP 117\2011	Prescribed reporting on a monthly, quarterly and half yearly basis ito s71 of MFMA	Monthly, quarterly and half yearly financial reports submitted as required	Legal compliance Financial Management information system	Monthly monitoring report to NT & PT Monthly report to EM, PFC, MC, Council in respect of budget performance	Monthly, QR Monthly, QR	GM: P&D GM: P&D
	Tariffs	IDP 098\2011 ↓ IDP 103\2011 IDP 110\2011	Tariff structure to be market related	Affordable but market related tariff structure	Effective revenue management	Annual review of tariff structure	September 2010	GM: P&D
	Expenditure Management	IDP 090\2011 IDP 106\2011 IDP 108\2011 IDP 111\2011 IDP 115\2011	Management to obtain a satisfactory knowledge of MFMA	Management with adequate knowledge to act in compliance with MFMA	Improvement of financial management	Workshop for management in respect of MFMA	July 2010	GM: P&D
		IDP 090\2011 IDP 115\2011	Overtime exceeding BCEA stipulations & negative AG comments thereon	Overtime within acceptable parameters		Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits in respect of acting allowances by Sept, 50% of said by Dec 2010, 75% of said by March 2010 and 100% compliance by June 2011	July 2010, ongoing, QRs	GM: P&D
	Salaries	IDP 109\2011	Salary budget and payment processes in place	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security	Draft salary budget Final salary budget	March 2011 May 2011	GM: P&D GM: P&D
	Contract Management	IDP 063\2011 IDP 116\2011 IDP 117\2011 IDP 118\2011	Sound management structures / processes	Collaborator operation module for contract	Legal compliance and quality control	Module operational	August 2010	GM: P&D

		IDP 119\2011 IDP 120\2011		management of a certain category of contracts		Monitoring of functionality of module All contracts on the system	July – August 2010 September 2010	GM: P&D GM: P&D
5. Good Governance, Public Participation Accountability and Transparency								
	Special Projects	IDP 080\2011 IDP 082\2011 IDP 083\2011	Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 representatives per ward Savings on Mayoral Special Projects budget	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues. Completion of liaison, purchases, deliveries to target groups	Adhering to legislation in respect of public participation Strengthening of social fabric of local society	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes Contact relevant organisations / institutions for needs proposal, ie focus on elderly, youth, disabled Needs and wishes analysed, prioritised, funding allocated Purchases, deliveries made	Ongoing, Quarterly Reports May 2011 May 2011 June 2011	Deputy GM: P&D Deputy GM: P&D Deputy GM: P&D Deputy GM: P&D
	Internal Audit & Risk Management	IDP 092\2011 IDP 093\2011	Internal audit unit and Audit Committee functional and acting in compliance with legislation Audit plan to be continuously	Audit plan reviewed and communicated to AC and management Audit plan	Risks determined and managed	Risk assessment workshops with managers Risk assessment results and revised audit plan communicated to	October 2010 December 2010	GM: P&D GM: P&D

			reviewed			managers for implementation Fraud Prevention Plan- one per quarter	September 2010	GM: P&D
	Intergovernmental relations	IDP 085\2011 IDP 087\2011	Implementation of the IGR Framework Act. IGR Clusters to be used for inter-governmental unity and support	Full participation in the District IGR Forum Attendance of District IGR Cluster meetings as applicable to each Directorate	IGR Framework Act Implemented. Improved IGR Improved IGR	Ongoing intergovernmental participation Full attendance of cluster meetings and feedback reports	July 2010, Quarterly reports September & December 2010, March & June 2011	GM: P&D GM: P&D
	Communication	IDP 008\2011	Ongoing need for administrative support to Mayor and councillors	Effective admin support to Mayor and councillors	Building the image of the municipality	Language policy approved and implemented Responding to media reports within 7 days Draft policy on IGR	September 2010 Ongoing, QRs January 2011	GM: P&D GM: P&D GM: P&D
	Community Consultation & Participation	IDP 080\2011 IDP 081\2011 IDP 082\2011 IDP 083\2011	Existing policy & schedule for 10 established ward committees – the latter ties in with the PFC and Council meetings	Compliance with legally required community participation	Structured public participation, informed and participative community	Scheduling of monthly ward committee meetings in synergy with PFC and Council meetings, agendas for WC meetings 7 days prior to meetings with previous minutes, quarterly advertising of meetings ito section 21 of MSA	July 2010	GM: P&D
		IDP 080\2011	Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 reps per ward	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues	Adhering to legislation in respect of public participation, section 21 and Chapter 4 of MSA	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes	Ongoing, QR	GM: P&D

		IDP 083\2011	Ward Councillors, area General Managers and, where necessary other officials, full involvement with ward committees	Fully functioning and empowering ward committees Ward committee policy evaluated and refined	Improved communication with public, councillors' accountability to electorate, positive influence on attitude of officials Governance principles applied to WC	Visual presentations to WC meetings in respect of municipal services and other relevant matters Evaluation of ward committee policy	Ongoing, QR August 2010	GM: P&D GM: P&D
		IDP 082\2011		Communities fully up to date with Council decisions and reasons thereof	Transparency, accountability	Regular feedback to WC meetings re decisions taken by Council	Ongoing, QR	GM: P&D

UMNGENI MUNICIPALITY :
DEPARTMENT :
FUNCTIONAL/SERVICE AREA :
RESPONSIBLE OFFICIAL :
LINKAGE TO THE IDP :

DEPARTMENTAL SCORECARD 2010/2011
TECHNICAL SERVICES
GENERAL MANAGER : TECHNICAL SERVICES
J.E. SVENSSON
Provision of democratic and accountable governance
Provision and maintenance of a safe and healthy environment
Management and conservation of the natural environment
Provision and maintenance of municipal services

1. Municipal Transformation and Institutional Development							
Key Performance Area	Goal	Strategic Objective	Output	Outcome	Key Performance Indicator / Target	Date	Responsible Official
1.1 Organisational Design	Staff Structure	Current organisational structure to be reviewed in order to establish functional and logical alignment	Re-aligned structure	Improved Service Delivery	Proposed amended structure Finalised structure in operation	31 August 2010	GM: Tech. Services
1.2 Administration	Administrative Management	Attendance of monthly meetings: PFC - 1, Exco – 1, Council – 1 & ITSC, MANCO-1	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Ongoing preparation and attendance of meetings with governance and related structures.	Ongoing, quarterly reports	GM: Tech. Services
1.3 Human Resources	Staff Management	Directors responsible for optimum functioning of staff, motivation of staff and promoting good relations amongst staff	Well functioning staff establishment	Good, sound administration	Ongoing management of staff based on job descriptions and where in place also performance targets	Monthly, QRs	GM: Tech. Services
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Effective service delivery	Related skills needs and courses identified and included in WPSP	September 2010	GM: P&D
	TASK Job Descriptions	Job descriptions 95% finalised – new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	Liaise and work with All General Managers to finalise and submit outstanding job	September 2010, QR	GM: Tech. Services

	Customer Care	Reponsiveness to resident's queries	Response to all citizen complaints/enquiries within acceptable period		descriptions to the JE committee. Follow up with the SALGBC and the JE Committee to have these job descriptions approved. Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests within 14 days	March 2011, QRs QR's	GM: Tech. Services GM: Tech. Services
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Effective and holistic approach to training	Inputs as required	September 2009	GM: Tech. Services
1.4	Learnerships	Implementation of the NSF	Learnerships and learners identified	Broadening skills base	Learners identified and enrolled in course	QR	GM: Tech. Services
1.6 Integrated Development Plan (IDP)	Governance	IDP reviewed on an annual basis Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	Reviewed IDP IDP, PMS, Budget integration with focus on service delivery	Integrated management of IDP process Integrated processes enabling efficient, cost, energy effective administration	OMAF meetings IDP, KPI's & Targets included in PMS & SDBIP	Quarterly reports July 2010	GM: Tech. Services GM: Tech. Services
1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS institutionally or individually	Approved, implemented PMS compliant with MSA	Improved service delivery, Legal compliance	Performance agreements of Municipal Manager and	July 2010	GM: Tech. Services

		Community consultation	and Performance Regulations, 2006		General Managers completed in line with regulations and signed		
			PMS devolved to middle management level		Municipal Scorecard adopted by Council	July 2010	GM: Tech. Services
		Performance Regulations, 2006 to be implemented	Integration of PMS with SDBIP		Reviewed Policy documents adopted by Council	July 2010	GM: Tech. Services
					Reporting on the Individual Scorecards	September and December 2010, March and June 2011	GM: Tech. Services
					Quarterly performance evaluations	September and December 2010, March and June 2011	GM: Tech. Services
					Institutional reporting processes followed	September and December 2010, March and June 2011	GM: Tech. Services
			PMS further cemented and devolved to middle management level		Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of Municipal Manager, all General Managers, and next level of management	Dec 2010	GM: Tech. Services
			Performance appraisal process for financial year completed		Annual performance appraisal process		
1.8 ICT	Engineering Management Information System	All directorates handling complaints / request regarding services linked to EMIS have the responsibility to capture the data required on a daily	Daily and monthly inputs into the system and reporting thereon to identify performance, non-performance, trends and other essential management	Effective management information system	Daily inputs and monthly reporting ongoing	Monthly, QRs	GM: Tech. Services

		basis and report monthly thereon	information				
	IT	IT Steering Committees	Regular ITSC meetings	Common knowledge base and buy-in to IT objectives	Re-institutionalisation of ITSC meetings on a monthly basis	July 2010	GM: Tech. Services
	OHS Audit & Plan	Updated H&S audit of municipal facilities, offices, etc and recorded H&S Plan compliant with legal requirements	Legally compliant H&S Audit and Plan completed	Legal compliance	H&S Audit of all municipal buildings, facilities, PPE of staff completed by an inspection authority as per OHS and in synergy with existing risk profiles	July – November 2010 Quarterly Report	GM: Tech. Services
1.12 HIV / Aids	National key priority	Mainstreaming of HIV / Aids by all the directorates	Each directorate to indicate how the HIV & Aids is mainstreamed.	Knowledge base and implementation developed	Workshop on mainstreaming and further implementation thereof.	August 2010 QR's	GM: Tech. Services
2. Service Delivery & Infrastructure Development							
2.1 Capital Projects	Various projects & programmes – attached as Annexure 1 to the Scorecard of each director including reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	O/S has a large number of capital projects mostly in respect of community services and infrastructure and planning	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	Maximum development in respect of infrastructure and services	25% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 September 2010	GM: Tech. Services
		Responsibility of Municipal Manager to ensure capital spending is in line with the capital budget and the SDBIP. Current	Monthly and quarterly monitoring of targets as set	Effective management implementation performance monitoring	50% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	31 December 2010	GM: Tech. Services

		spending 91% of capital budget by June 2011					
					75% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	31 March 2011	GM: Tech. Services
					100% spending in respect of capital budget with full quality, cost, time and health and safety control exercised	30 June 2011	GM: Tech. Services
	Performance Ratings	Inadequate performance of consultants and contractors, eg project management, infrastructure, construction and EIAs / RODs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted	<p>Performance rating criteria and schedule established</p> <p>All service providers rated and performance meetings held including expected standards and provisions regarding poor performance.</p> <p>Monitoring of performance of service providers and steps taken as dictated by performance</p>	<p>July 2010</p> <p>July 2010</p> <p>July 2011 ongoing, QRs</p>	<p>GM: Tech. Services</p> <p>GM: Tech. Services</p> <p>GM: Tech. Services</p>
2.3 New Developments	Engineering Approval	Design approval and comments on TP applications	<p>Design drawing approvals within 21 days</p> <p>SDA entered into with developers</p>	Safe and environmentally sensitive designs	<p>Engineering design approvals within 21 days</p> <p>Conclusion of SDA's</p>	<p>Ongoing, QRs</p> <p>Ongoing, QRs</p>	<p>GM: Tech. Services</p> <p>GM: Tech. Services</p>

			Comments on TP applications within 25 days	Services planned for	Comments provided on TP applications within 25 days	Ongoing, QRs	GM: Tech. Services
2.5 Electricity	Planning & Infrastructure	Electrical master plan a living document	Updated master plan and project identification per IDP and budget deadlines	Legal compliance	Inclusion of electricity projects in draft IDP based on masterplan	May 2011	GM: Tech. Services
					Inclusion of electricity projects in final approved IDP		
	Installations	Informal settlements without electricity but investigations done and projects identified	All identified projects completed	Quality of life for the residents	IDP, KPIs & Targets incl in PMS & SDBIP	July 2010	GM: Tech. Services
					Projects completed	July 2010	GM: Tech. Services
		Installation of monitoring equipment	Completion of installation of monitoring and new equipment up to spending of at least 90% of budgeted amount. Compliance with specific service levels set by NRS 048.	Effective management	Ongoing as per capital programme	QRs	GM: Tech. Services
	Maintenance & Repairs	Maintenance of existing infrastructure	Completion of annual maintenance plan with 100% spending of budget on inspection and repair of equipment.	Effective management	Submission of annual report to NER	June 2010	GM: Tech. Services
			Effective maintenance practices in compliance with time indicators set by NRS 047.		90% completion of work orders (including routine maintenance) within 30 days	Monthly, QRs	GM: Tech. Services

	Unaccounted for Electricity	Illegal connections and network losses	Action plan to reduce losses to less than 10% in process	Reduced loss of revenue	Ongoing audit of illegal connections	Monthly, QRs	GM: Tech. Services
					Provision of accurate data from financial system	August 2010, QRs	GM: Tech. Services
					Effective measurement of losses	September 2010	GM: Tech. Services
					TOR for minimisation action plan	October 2010	GM: Tech. Services
					Implementation of fundable actions	October 2010 – June 2011	GM: Tech. Services
					Budgeted for identified projects	May 2011	GM: Tech. Services
	Customer Care	Respond timeously to residents' queries, complaints re service disruptions	Response to all citizen complaints/enquiries within acceptable period	Effective service delivery	Daily capturing of enquiries / complaints on EDMS / EIMS, incoming mail within 24 hours to central registry	Monthly, QRs	GM: Tech. Services
					Timeous response to consumer / public enquiries / complaints, ie within 2 hours, repaired within 6 hours in crisis situation and within 12 hours in other cases	Monthly, QRs	GM: Tech. Services
	Training	Ongoing training of personnel essential	Well trained staff, effective maintenance of networks	Empowerment of staff, OHS compliance	Related skills needs and courses identified and included in WPSP	September 2010	GM: Tech. Services
2.6 Waste Services Planning	Roles & Responsibilities	Division of the waste services planning & infrastructure vis-à-vis operational and maintenance obligations & roles to	Clear differentiation between Technical Services & Community Services role iro waste services delivery		Role definition in line with amended organizational structure	September 2010	GM: Tech. Services

		be clearly defined in organizational structure					
	IWMP & Related strategies	IWMP developed and comments received from DEADP	Completed, approved IWMP Strategies developed based on current best practices and in accordance with the IWMP	Holistic, integrated planning of waste services Innovative service delivery Waste minimisation	Implement and update IWMP Innovative waste removal strategies developed at businesses in Kleinmond, Gansbaai and Stanford following the practices in Hermanus Waste minimisation strategies ie recycling at source and awareness programs developed in accordance with IWMP and extended to Gansbaai & Stanford	Ongoing Ongoing, Completion October 2010, QRS December 2010	GM: Tech. Services GM: Tech. Services GM: Tech. Services
	Capital projects	Drop-off facilities in Zwelihle in progress	Full completion of capital projects		Provision of four informal drop-off facilities in Zwelihle Expansion of Hernamus MRF Install new mechanical equipment at Hermanus MRF Drop off satellite stations at Stanford provided	July 2010 September 2010 June 2010 September 2010	GM: Tech. Services GM: Tech. Services GM: Tech. Services GM: Tech. Services
2.7 Transport, Roads & Storm Water	Roles & Responsibilities	Division of the waste services planning & infrastructure vis-à-vis operational and maintenance obligations & roles to	Clear differentiation between Technical Services & Community Services role iro waste services delivery		Role definition in line with amended organizational structure	September 2010	GM: Tech. Services

		be clearly defined in organizational structure					
	Provincial Roads	Various provincial roads projects in planning phase	Lobbying of provincial department	Visibility to motivate mobility and action of province	Regular lobbying of provincial department	Ongoing, QRs	GM: Tech. Services
	Storm water Masterplan	Partly in place with updating taking place	Storm water masterplan updated by adding Pringle Bay and Gansbaai	Holistic, integrated planning	Updated with Pringle Bay and Gansbaai being added during financial year	Ongoing, QRs	GM: Tech. Services
	Transportation Plan	ITP Required	Updated ITP	Proper planning of transport	Develop ITP with ODM	December 2010	GM: Tech. Services
	Traffic Planning	Congestion of traffic in and around Hermanus especially during holidays	Innovative solutions to current traffic problems		Ongoing	QRs	GM: Tech. Services
2.8 Environmental Management	Integrated management	Building a holistic, integrated Environmental Management focus	An Integrated Environmental Management Plan (IEMP) for each municipal conservation area	Good management practices	Implement the Integrated Environmental Management Plan for each of the three municipal conservation areas	QRs	GM: Tech. Services
	Liaison	Sound environmental management must involve all role players including the public	Effective liaison with public, donors, conservation related govt depts and NGO's	Inclusive approach to environmental management	Ongoing liaison with all relevant role-players	Ongoing, QRs	GM: Tech. Services
	Awareness	Environmental calendar used to build awareness	Observation of the environmental calendar through public display of municipal commitment to the environment	Improved awareness of environmental related issues and their importance	Arbor day preparation and observation Water week preparation & observation. Environmental day preparation and observation thereof	September 2010 March 2011 June 2011	GM: Tech. Services GM: Tech. Services GM: Tech. Services
2.10 Town Planning	TP Application		Approximately 40	Ensuring all	Number of applications	QRs	GM: Tech. Services

and Related Functions	Process		applications dealt with on a monthly basis at PFC and on average 2-3 land transactions to Council – monthly statistics kept. Strict compliance to legislation in respect of citizen inclusiveness	development takes place on a sustainable and balanced manner	processed. Monitor backlog.		
				Legal compliance	Notification to applicants of any objections within 14 days after closing of 30 day period	QRs	GM: Tech. Services
					Submission of application reports to PFC with delegated powers and Council on a monthly basis	QRs	GM: Tech. Services
					Notification to applicants / I&A parties of Council decision within 14 days	QRs	GM: Tech. Services
	Tracking & monitoring processes	Proper tracking system used to ensure service delivery targets are met	Tracking system used and maintained	Improved internal control and external responsiveness	Tracking system operational	QRs	GM: Tech. Services
	Complaints / Enquiries	Citizen inclusiveness adhered to	Response to all citizen complaints/enquiries within acceptable period	Effective service delivery	Response to consumer / public enquiries / complaints within 14 days	QRs	GM: Tech. Services
	SDF	Completed SDF – annual revision	Revised SDF	Structured spatial development planning	Various SDF Projects taken to completion	QRs	GM: Tech. Services
	Scheme Regulations	Towns still have own scheme regulations	Consolidated scheme regulations	Uniform town planning	Consolidated scheme regulations operational	December 2010	GM: Tech. Services
	Tariffs	Annual revision of tariffs	Completion of annual tariff related process	Sustainable service delivery	Annual tariff revision completed	March 2011	GM: Tech. Services
	Compliance	Currently in reaction to complaints	Systematic approach to ensure compliance	Enforcement of compliance	Database of records to enable more	5% per quarter with 100% database, June	GM: Tech. Services

	Property Administration	Citizen inclusiveness adhered to	Strict compliance to legislation in respect of citizen inclusiveness	Legal compliance	systematic law enforcement	2011, QRs	GM: Tech. Services
					Schedule of legal compliance inspections as per database	QRs	
					Applications assessed within 14 days	QRs	
					Within 14 days advertisement of compliant applications, notification of I&A parties, external and internal comments – 30 day period provided for finalisation of commenting	QRs	
					Notification to applicants of any objections within 14 days after closing of 30 day period	QRs	
					Submission of application reports to PFC with delegated powers and Council on a monthly basis	QRs	GM: Tech. Services
		Adequate management of resources and data	Updated fixed asset register	Effective administration of Council assets	Accurate and comprehensive fixed assets register with annual report to Council	June 2010	GM: Tech. Services
			Updated tariffs re encroachment fees implemented		Annual update of encroachment fees	September 2010 – May 2011, QR	GM: Tech. Services
			Up to date monitoring of applications		Tracking system to monitor applications	Monthly, QRs	GM: Tech. Services

			Up to date property register		implemented and managed. Register of leases, sales, transfer deeds, etc. implemented and reported on bi-annually to Council.	QRs	GM: Tech. Services
			Management of special planning projects		Annual report on special planning projects for Asset Management Policy.	June 2010	GM: Tech. Services
			Reporting system to update, renew and cancel leases and encroachments developed and implemented.		Reporting system developed and implemented.	Monthly, QRs	GM: Tech. Services
		Various properties identified by EMT	Project implementation	Property developed / leased / alienated	Development agreements finalised	QRs	GM: Tech. Services
2.11 Building Services	Civic Buildings	Manage capital and building maintenance projects obo the municipality, ie civic buildings	Manage municipal projects from start to finish up to 100% completion thereof.	Financial, quality, risk management	Daily management of capital projects, weekly meetings with Dir I&P, 3 monthly budget review meetings with Dir I&P & EM	QRs	GM: Tech. Services
	Buildings plans	On average 150 building plan applications received per month	Effective processes of consideration, decision making, communication with applicants	Client satisfaction, adequate service delivery, no obstacle to development pace	Compliant building plans with no complexities, ie approx 80% processed within 21 days of receipt	QRs	GM: Tech. Services
					All building plans except a few with major non-compliance problems not rectified by applicant processed within 21 days of receipt	QRs	GM: Tech. Services
					Weekly building plan meetings with relevant	QRs	GM: Tech. Services

					staff in all 4 areas, ie 4 meetings per week – 16 per month		
	Building Control	Building inspections per application approx. 3 x for normal residential and more as complexity increases Claims against the municipality to be dealt with – less than 1/1000 plans	Effective building inspection processes to ensure compliance and std of construction not compromised. Management of and dealing with claims against the municipality in the most effective and cost-efficient manner possible	Enforcement of legal compliance Legal process compliance	Inspect buildings within 48 hours of request through lifespan of construction Management of legal claims against the municipality and legal processes in respect thereof	QRs QRs	GM: Tech. Services GM: Tech. Services
	Conservation areas & heritage resources	To protect conservation areas and buildings of 60+ years	Effective control over building projects affecting the heritage of O/S	Legal compliance with the Heritage Resources Act	Screening of new applications weekly and monthly meetings of Heritage Committee	QRs	GM: Tech. Services
	Training	Training for building services staff	Appropriately trained staff	Knowledge base of staff expanded and multi-skilling pursued	Number of Heritage Committee meetings, no of cases referred to HC Related skills needs and courses identified and reported to HR	QRs September 2010	GM: Tech. Services GM: Tech. Services
	Complaints / Enquiries	Citizen inclusiveness adhered to	Response to all citizen complaints/enquiries within acceptable period	Effective service delivery	Response to consumer / public enquiries / complaints within 14 days	QRs	GM: Tech. Services
	Statistics & Reporting	An updated database of all building services	Monthly consolidated electronic report of activities	Management Information System	Daily, weekly, monthly monitoring and updating of statistics in respect of all building services Monthly, provision of statistics to Stats SA	QRs QRs	GM: Tech. Services GM: Tech. Services
2.12 GIS	Management Information Resource	Data structure in place and being populated on an ongoing basis	Database 100% functional and ongoing updating thereof	Orderly and holistic planning	Add electrical infrastructure to GIS	June 2011	GM: Tech. Services
4. Municipal Financial Viability and financial management							
	AFS	AFS is GAMAP / GRAP	Completed financial		Financial statements	31 August 2010	GM: Tech. Services

		compliant	statements – S71 & 72 compliant		submitted including performance information to AG		
	Compliance Management – AG Report	AG Report 2009/2010	Action Plan to address AG Report 2009/10	Legal compliance	Action plan re AG Report	December 2010	GM: Tech. Services
					Management co-ordination	January 2011	GM: Tech. Services
	Annual Report	Preparation of Annual Report for 2010/2011	Completed action plan	Legal compliance	Completion of Action Plan re Management Letter	February 2011	GM: Tech. Services
					Report re Management Letter	March 2011	GM: Tech. Services
	Budget	Budget 2010/11 approved	On date completion of budgetary processes	Sound financial management	Internal budgetary processes	From August 2010, QR in December 2010	GM: Tech. Services
	SDBIP	SDBIP & PMS largely intergrated for 2010/11	Totally integrated SDBIP & PMS for 2010/2011	Energy and cost effective management processes and reporting systems	Progressive integration of PMS & SDBIP and compilation of necessary reports – quarterly, mid-year and annual	July 2010 – May 2011, Quarterly Reports	GM: Tech. Services
					Drafting of the SDBIP for 2009/10	May 2010	GM: Tech. Services
			SDBIP for 2009/10 in place and approved		Finalisation and approval of the SDBIP for 2009/10	June 2010	GM: Tech. Services
					Refining the integration of SDBIP & PMS for 2009/10	June 2010	GM: Tech. Services
	Tariffs	Tariff structure to be market related	Affordable but market related tariff structure	Effective revenue management	Annual review of tariff structure	September 2010	GM: Tech. Services
	Expenditure Management	Overtime exceeding BCEA stipulations & negative AG comments thereon	Overtime within acceptable parameters		Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits in	July 2010, ongoing, QRs	GM: Tech. Services

					respect of acting allowances by Sept, 50% of said by Dec 2009, 75% of said by March 2010 and 100% compliance by June 2010		
	Salaries	Salary budget and payment processes in place	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security	Draft salary budget	March 2011	GM: Tech. Services
					Final salary budget	May 2011	GM: Tech. Services
	Contract Management	More complex contracts needs contract specific and legal compliance monitoring and management which is not in place in respect of all contracts and cannot be addressed by generic Collaborator module.	Monitoring matrix in respect of legal compliance matters agreed and implemented	Legal compliance, reducing accountability risks of Municipality	Workshop for management re implementation of generic contract monitoring matrix	August 2010	GM: Tech. Services
					Generic and contract specific monitoring in respect of all projects implemented by all directorates	September 2010	GM: Tech. Services
					Performance review of all contracts submitted by directorates to Municipal Manager	December 2010	GM: Tech. Services
					Consolidation of performance reviews for inclusion in annual report	January 2011	GM: Tech. Services
5. Good Governance, Public Participation Accountability and Transparency							
	Policies	Inadequate or lack of policies – some in draft form, others approved but not implemented, others still to be developed, eg health & safety policy, training &	All policies developed, approved and implemented	Legal compliance, sound administration	Once approved, directors to report on how policies relevant to their directorates are implemented	Ongoing, QRs	GM: Tech. Services

		development policy, etc.					
	By-laws	Number of outstanding by-laws	Implementation of gazetted by-laws	Regulation of municipal services	Once promulgated, directors to report on how by-laws relevant to their directorates are enforced	Ongoing, QRs	GM: Tech. Services
	Legal Prosecutions	Law enforcement will be more effective if the municipality can prosecute offenders	Approval obtained from the NPA and prosecutions being done	Effective and speedy law enforcement	Liaison with National Prosecuting Authority to obtain authority ito s22(8)(b) of the NPA Act, 32/1998 Authority obtained and operations pursued	Ongoing QR	GM: Tech. Services GM: Tech. Services
	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation Audit plan to be continuously reviewed	Audit plan reviewed and communicated to AC and management Audit plan	Risks determined and managed	Risk assessment workshops with Directorates Risk assessment results and revised audit plan communicated to Directorates for implementation. Fraud Prevention Plan-one per quarter	October 2010 December 2010 September 2010	GM: Tech. Services GM: Tech. Services GM: Tech. Services
	Intergovernmental relations	IGR Clusters to be used for inter-governmental unity and support Quarterly provincial questionnaire-municipal snapshot in Vuna format	Attendance of District IGR Cluster meetings as applicable to each Directorate Full participation in Provincial Municipal snapshot	Improved IGR Preparation for Vuna Participation	Full attendance of cluster meetings and feedback reports Provincial questionnaires to be completed within prescribed time frame	September & December 2010, March & June 2011 October 2010, January 2011, April 2011, June 2011, QRs	GM: Tech. Services GM: Tech. Services
	Communication	Ongoing need for administrative support to Mayor and councillors	Effective admin support to Mayor and councillors	Building the image of the municipality	Language policy approved and implemented Responding to media reports within 7 days	September 2010 Ongoing, QRs	GM: Tech. Services GM: Tech. Services

					Draft policy on IGR	January 2011	GM: Tech. Services
	Community Consultation & Participation	Existing policy & schedule for 10 established ward committees – the latter ties in with the PFC and Council meetings	Compliance with legally required community participation	Structured public participation, informed and participative community	Scheduling of monthly ward committee meetings in synergy with PFC and Council meetings, agendas for WC meetings 7 days prior to meetings with previous minutes, quarterly advertising of meetings ito section 21 of MSA	July 2010	GM: Tech. Services
		Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 reps per ward	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues	Adhering to legislation in respect of public participation, section 21 and Chapter 4 of MSA	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes	Ongoing, QR	GM: Tech. Services
		Ward Councillors, area General Managers and, where necessary other officials, full involvement with ward committees	Fully functioning and empowering ward committees	Improved communication with public, councillors' accountability to electorate, positive influence on attitude of officials	Visual presentations to WC meetings in respect of municipal services and other relevant matters	Ongoing, QR	GM: Tech. Services
			Ward committee policy evaluated and refined	Governance principles applied to WC	Evaluation of ward committee policy	August 2010	GM: Tech. Services